

VANCOUVER 2024  
**BUDGET**

# HIGHLIGHTS



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# MESSAGE FROM THE CITY MANAGER



Developing the City's annual budget requires balancing the need to provide the services, facilities and infrastructure necessary to support residents and businesses, with the desire to keep increases to taxes and fees at manageable levels. City staff continue to focus on delivering the key services our residents and businesses rely on every day.

External factors continue to have significant impacts on the City's financial planning. As we look to the 2024 budget year, the City faces high fixed and contractually obligated costs against a backdrop of ongoing pressure on labour and construction costs.

At the same time, we must consider ongoing risks to our budget, including unforeseen public emergencies, climate change related weather events and the ongoing response to the homelessness crisis.

The City continues to manage these cost pressures within a sustainable financial planning framework that focuses on revenue generation, service improvements and innovation, and capacity building across the organization. Most departments continue to operate with a significant number of vacancies relative to pre-pandemic funded staffing levels. As we look ahead to 2024, we are committed to working closely with senior governments and other partners to address complex multijurisdictional challenges related to problems in housing and homelessness, climate emergency, and transit and transportation planning.

## APPROACH TO THE 2024 BUDGET

The 2024 Operating Budget is balanced without service reductions. The Operating Budget reflects fixed and contractually obligated costs, as well as Council-approved investments, including increased staffing for Vancouver Police and Vancouver Fire and Rescue Services and funding for enhanced mental health services delivered by Vancouver Coastal Health.

For the 2024 Capital Budget, the City is prioritizing the delivery of \$1.25 billion in previously approved multi-year capital project budgets along with proposed additions of \$368 million. The 2024 capital expenditure budget of \$782 million represents a 7% increase compared to 2023. It includes funding for critical projects such as renewal and expansion of Marpole Community Centre, Granville & Cambie Bridge rehabilitation and seismic upgrades, replacement and renewal of Sewer & Water infrastructure.

I would like to recognize the significant efforts of our incredibly dedicated and committed City staff. I would also like to thank the members of City Council for their support of staff and our work throughout the year.

**- Paul Mochrie, City Manager**

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# VANCOUVER CITY COUNCIL 2022 - 2026



MAYOR KEN SIM



REBECCA BLIGH



CHRISTINE BOYLE



ADRIANE CARR



LISA DOMINATO



PETE FRY



SARAH KIRBY-YUNG



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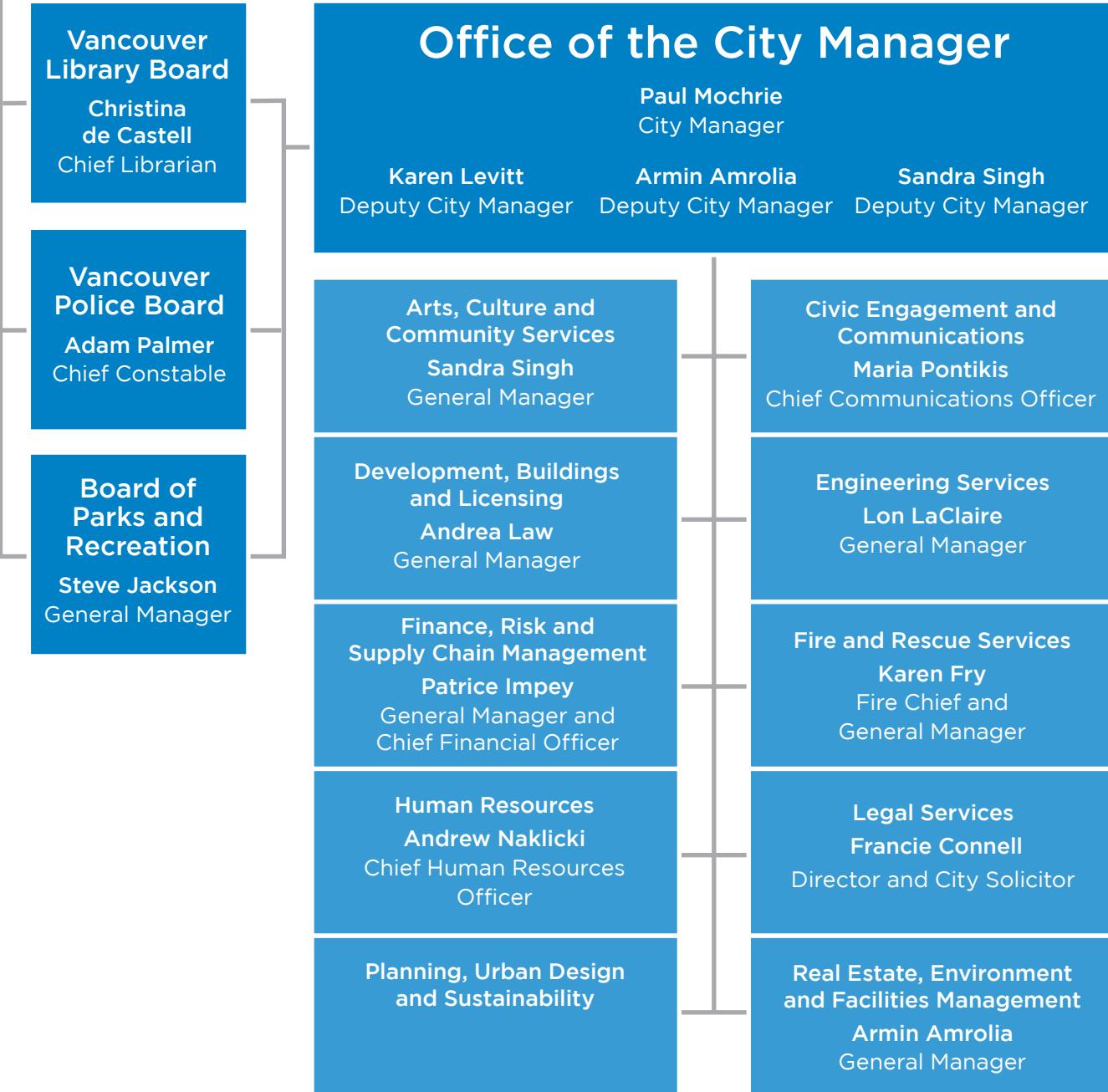


LENNY ZHOU

# ORGANIZATIONAL STRUCTURE

## The Community

### Mayor and City Council



# SERVICES DELIVERED

## Arts, Culture and Community Services

Arts & Culture, and Tourism and Destination Development  
Cemetery Services  
Housing and Homelessness Services  
Non-Market Housing Development & Operations  
NPO lease management  
Social Operations  
Social Policy and Projects  
Vancouver Civic Theatres

## City Clerk's Office

Access to Information and Privacy  
Board of Variance  
Business and Election Services  
City of Vancouver Archives  
External Relations and Protocol  
Legislative Operations

## City Manager's Office

Business Planning and Project Support  
Civic Engagement and Communications  
Equity Office  
Indigenous Relations  
Intergovernmental Relations & Strategic Partnerships  
Internal Audit  
Sport Hosting Vancouver

## Development, Buildings and Licensing

Animal Services  
Business and Vehicle for Hire Licensing  
Permit and Plan Reviews  
Compliance and Enforcement Inspections

## Engineering – Public Works

Creation, activation and use of public space  
Curbside Vehicle Management  
Engineering development services and land survey  
Fleet and Manufacturing Services  
Kent Yard Services  
Street cleaning  
Street infrastructure and maintenance  
Transportation planning, design and management

## Engineering – Utilities

False Creek Neighbourhood Energy Utility (NEU)  
Garbage and green bin collection  
Integrated Watershed Planning  
Non-City utility management  
Sewer and drainage utility management  
Transfer station, recycling centres and landfill  
Waterworks utility management  
Zero Waste

## Finance, Risk and Supply Chain Management

Corporate Risk Management  
Financial Planning and Analysis  
Financial Services  
Long-term Financial Strategy  
Strategic Planning and Program Management  
Supply Chain Management  
Treasury

## Human Resources

HR Consulting  
HR Systems and Analytics Talent Acquisition  
Talent Development  
Total Rewards

## Legal Services

Capital Services

## Office of the Chief Safety Officer

City Protective Services  
Vancouver Emergency Management Agency (VEMA)  
Workplace Safety

## Planning, Urban Design and Sustainability

Affordable housing  
City-wide and community planning  
Current Planning and Regulation Policy  
Economic Planning and Development Contributions  
Sustainability

## Real Estate, Environment and Facilities Management

Environmental Services  
Facilities Management & Operational Excellence  
Facilities Planning & Development  
Real Estate Services

## Technology Services

3-1-1 Contact Centre  
Application Development and Support  
Digital Services Delivery  
Enterprise Data and Analytics  
Infrastructure and Operations  
Program and Portfolio Management

## Vancouver Board of Parks and Recreation

Business services  
Decolonization, Arts and Culture  
Parks and green spaces  
Recreation services

## Vancouver Fire and Rescue Services

Community Safety and Risk Reduction  
Fire suppression and special teams  
Medical response

## Vancouver Police Department

Police services

## Vancouver Public Library

Collections and resources  
Information technology access  
Library public space  
Public programming  
Reference and information services

# CITY OF VANCOUVER'S MISSION

The City's mission is to build a sustainable city in which everyone can live, work and thrive. The 2024 Budget reflects the City's strategic goals, organizational values and principles to ensure the greatest benefit for the City's taxpayers.

## CORPORATE VALUES

The City's corporate values describe the way staff collectively conduct themselves in the workplace.

### RESPONSIVENESS

We are responsive to the needs of our citizens and our colleagues.

### INTEGRITY

We are open and honest, and honour our commitments.

### EXCELLENCE

We strive for the best results.

### LEADERSHIP

We aspire to set examples that others will choose to follow.

### FAIRNESS

We approach our work with unbiased judgment and sensitivity.

### LEARNING

We are a learning workplace that grows through our experiences.

## BUSINESS PLANNING PRINCIPLES

The City's business planning principles describe how staff translate the organization's corporate values into behaviours; they are the lens through which staff plan, make decisions and take action.

The City's corporate values describe the way staff collectively conduct themselves in the workplace.

### ACCOUNTABILITY

We are committed to transparent decision-making, engaging our stakeholders, and measuring and reporting our performance to the public.

### FISCAL RESPONSIBILITY

We serve as responsible stewards of the public's money, ensuring the best value-for-money for the City's taxpayers and ratepayers.

### LONG-TERM PERSPECTIVE

We integrate financial, social, environmental and cultural sustainability considerations into our decisions and actions.

### ECONOMIC PERSPECTIVE

We take into account the impacts on Vancouver's businesses and economy when making decisions and taking actions.

### CORPORATE PERSPECTIVE

We consider the impacts on and implications for the organization as a whole when we make decisions and take actions as individual departments and agencies.

### INNOVATION AND IMPROVEMENT

We cultivate a progressive and creative approach to our work, incorporating continuous improvements into what we do and how we do it.

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# BUDGET PRIORITIES

On October 31st 2023, Council approved nine City Council Strategic Priorities with a focus on the issues and opportunities most important to Vancouver residents and businesses. In 2024, Staff will work to incorporate these strategic priorities into the City's service plans and budgets and ensure that all the Council priorities approved by Council are advanced.

The section below outlines how the 2024 Budget was built to advance key areas of focus that had been emphasized by Council over the past year. Also, the annual engagement for the budget provided insights into the public's priorities. In addition to the overall objective of maintaining the delivery of key services, the priorities listed below have served as a framework to inform City staff decisions on projects, initiatives, and service improvements. Each of these domains will include specific actions to advance implementation of the City's endorsement of the United Nations Declaration on the Rights of Indigenous Peoples and the City's Equity Framework.

The following pages provide a summary of each priority and associated funding within the 2024 Budget. It is noted that the priority outcomes and key aligned work described in this document are intended to be a representative list of the work that is being done and are not intended to be an exhaustive list.

# DELIVERING CITY SERVICES



The City's main priority is to maintain and improve the key services to meet the needs of residents. Services range from collecting garbage and keeping streets clean, to maintaining water, sewers and other utilities. Public safety, including fire and police services, also fall under this category. Public feedback gathered from the City's engagement survey on the annual budget indicates that maintaining these services is a top priority for residents and business owners. Staff has made a significant effort to adapt service delivery to maintain service levels since the pandemic.

City staff have looked for opportunities to align existing and ongoing activities and investments to these priority areas. 2024 Service Plans, and Capital and Operating budgets reflect these priorities.



\* Numbers may not add due to rounding

- Capital investments  
\$0.27 billion
- Existing Operating Activities  
\$1.89 billion

## Highlights of existing and ongoing activities in the 2024 Budget

There is substantial current work underway that advances these priorities, some highlights include:

### Provide effective emergency response and ensure Vancouver is safe for everyone

- **Vancouver Fire and Rescue Services (VFRS) Growth Plan** – implement the final year of investment in a multi-year growth plan to help VFRS address increasing risk in Vancouver,

including challenges related to the increasing frequency and severity of fires, providing effective community outreach and public education to a diverse city, and the overdose crisis.

- **Hire 100 new police officers.** Ongoing recruitment and deployment of the 100 new officers, approved by the Vancouver Police Board and City Council and funded as part of the 2023 VPD operating budget. Ongoing funding is required to hire, train and deploy these new officers into roving Metro Teams, the re-imagined School Liaison Officer (SLO) program, proactive mental health partnerships, the Operations Command Centre, and specialized investigative units.
- **Public order and safety and the 2026 FIFA World Cup** – Enhance public order and related security and emergency management processes in advance of the FIFA World Cup matches to be held in Vancouver in 2026. Implement recommendations from the Nova Scotia Inquiry and continue to respond in a sensitive and evidence-based manner to current issues relating to protests and demonstrations, encampments and disorder.

### Water, sewerage and drainage systems are effective, well-maintained and environmentally friendly

- **Sewer and Drainage Utility Planning** – Advance sewer and drainage utility planning studies for the Rupert and Renfrew Station Area Plan and the Broadway Area Plan while moving forward with new planning projects in the Hastings-Sunrise, Angus Fraser, Dunbar and Balaclava catchments and the Georgia Street corridor.
- **Renewal of sanitary and storm sewers** – Replace aging combined sewers with separated sanitary and storm sewers to address asset deterioration, reduce combined sewer overflows, improve resiliency, mitigate flood risk, support growth and support holistic urban watershed management.
- **Aging water mains replacement** – Increase the rate of asset renewal, specifically for water distribution and transmission pipe systems, to meet the needs of aging and deteriorating infrastructure. Replace 13 kilometers of aging water mains in 2024, including Phase 1 of Pender Street transmission main renewal.
- **Seismic Resilience Strategy** – Assess water system vulnerabilities and develop a water system seismic resilience strategy, including refinement of a “hardened grid” strategy and water system seismic design guidelines.

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**Ensure Vancouver's solid waste services are effective, efficient and environmentally friendly**

- **Garbage and green bin collection technology improvements** – Assess and implement additional technology-based improvements to provide increased efficiencies and service improvements, better linkage of collection services to billing, and optimization of street cleaning service levels.

**Ensure Vancouver's bridge, road, sidewalk, and street-lighting infrastructure is effective, and well maintained**

- **Granville Bridge Rehabilitation.** Begin first phase of structural repairs for south ramps and main approach.
- **Transportation Safety and Vision Zero.** Work with partners in the education, healthcare and enforcement sectors to advance the City's goal of zero traffic-related fatalities and serious injuries. Identify and prioritize road safety capital investments using a data-driven approach to reduce risk for the most vulnerable road users. In addition, complete safety upgrades at rail crossings to meet the new Transport Canada requirements due in 2024.
- **LED roadway fixtures** – Install LED roadway light fixtures city-wide, along with the street lighting control and voltage sensor systems (44,000 over four years, or 11,000 per year).

**Provide effective internal corporate support to facilitate service delivery**

- Continuous focus on improving efficiency, effectiveness, and customer service



An affordable and varied housing stock is an important foundation for supporting a growing population and ensuring a diverse, vibrant city. In Vancouver, rising housing prices have far outpaced local incomes, creating a crisis situation across the spectrum of incomes and households. Homelessness continues to rise in the city and region, with seniors, Indigenous households, and youth disproportionately at risk. Low- and moderate-income households, including younger households and families, are also experiencing increasing pressure to find and maintain secure housing in the city, and facing the difficult choice of how or if to stay in Vancouver long-term.

Overall, the goal is to ensure that housing is available to residents of all incomes now and into the future.

The City has taken more action in recent years to address affordability and issues of homelessness. This includes the implementation of the Empty Homes Tax, with all net revenue from the program allocated to affordable housing initiatives. Council has also approved significant zoning changes to enable housing supply. Delivery of more housing, including social and supportive housing, is a collaborative effort and dependent on financial support from other levels of government.

In 2024, initiatives will include operating and capital budgets focused on accelerating housing supply across the housing continuum through permitting process improvements; policy and planning programs, addressing homelessness and housing insecurity; and coordination with senior governments.



\* Numbers may not add due to rounding

■ Capital investments  
\$12 million

■ Existing Operating Activities  
\$77 million

## Highlights of existing and ongoing activities in the 2024 Budget

Substantial work is underway to advance this priority including implementation of the Housing Vancouver strategy, the Vancouver Plan and the Broadway Plan. Some highlights include:

### Create the right regulatory framework and processes to support the efficient delivery of housing on private land.

- Accelerate the supply of new housing through improvements to the Permitting Process (using the 3-3-3-1 framework) and facilitate priority projects through the planning and development process to efficiently meet City and stakeholder needs.
- Develop new Housing Vancouver targets and a new three-year, housing action plan to guide the City's work in response to the housing crisis.
- Continued modernization of the City's land-use planning regulations and create a city-wide official plan using the Vancouver Plan framework.
- Enable development of more missing middle housing, including implementation of multiplex zoning and launch of initiative to enable 4-6 storey apartments in 26 "Village Areas" identified in the Vancouver Plan.
- Enable higher density development in Transit Station Areas, including zoning for high density apartments in Broadway and the Oakridge Municipal Town Centre, and completion of the Rupert and Renfrew Station Area Plan.

### Leverage City owned property and capital investments to add substantially more market and non-market housing and preserve existing affordable housing stock.

- Accelerate the development of market and below market rental housing on City land to deliver more "missing middle" housing opportunities and affordable housing options.
- Acquire and dedicate additional City sites for non-market housing development and ready them for construction with non-profit delivery partners, including undeveloped land; co-location with other civic facilities; and redevelopment of under-utilized sites, in conjunction with industry and senior-level government partners.
- Securing turn-key housing from private developments and deploying them for the delivery of "missing middle" housing, below-market rental housing and social housing.

- Provide capital funding through the City's Community Housing Incentive Program to enhance affordability of social housing on non-profit owned sites and make capital investments for the development of a range of housing options on City owned lands.
- Renew existing partnerships with non-profits and co-op housing operators to preserve affordability of existing housing on City leased land and explore mixed use options in the redevelopment of these sites.

#### **Work with the Province and other partners to address the homelessness crisis.**

- Partner with senior government to deliver new supportive housing on City sites.
- Work with partners to renew focus on developing a regional approach to addressing homelessness.
- Work with senior government partners to create an SRO Investment Strategy to replace SROs with self-contained social housing, including the replacement of aging, City-owned SROs.
- Continue providing direct services to people experiencing or at risk of homelessness in accessing income, housing and other needed supports like local detox centres and other wrap-around services.

#### **EHT-funded Items**

The Empty Homes Tax (EHT) is a source of funding for housing that does not impact the property tax rate. While the majority of EHT funding is allocated to support the acquisition and delivery of non-profit housing including VAHEF operations, a modest amount of EHT funding is available to support City initiatives.

Council approved the Community Housing Incentive Program (CHIP) in October 2019. The program supports development and deepens affordability of social-housing projects led by non-profit and co-op societies.

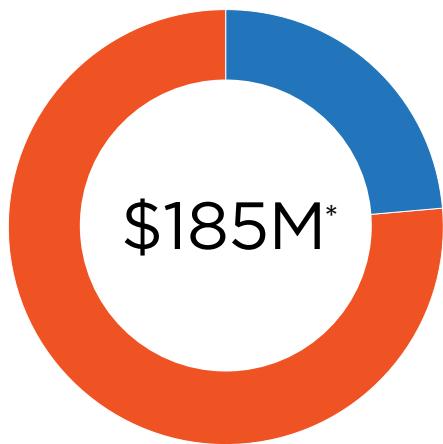
# VIBRANT, HEALTHY AND INCLUSIVE CITY



As a vibrant, healthy and inclusive city, Vancouver fosters Reconciliation and diverse cultural communities; prioritizes the physical and mental well-being of its residents; supports arts, cultural and sporting activities and events; and offers a range of parks, community, and recreation services.

Vancouver's vibrancy is supported by ongoing investments in arts and culture; an inclusive, engaging and activated public realm; and abundant, equitable opportunities for recreation, life-long learning and social interaction.

The City also strives to develop a Vancouver in which all residents, regardless of their socio-economic status, experience health and well-being and are able to fully participate in the social, cultural, and economic life of our community.



\* Numbers may not add due to rounding

- Capital investments  
\$44 million
- Existing Operating Activities  
\$141 million

## Highlights of existing and ongoing activities in the 2024 Budget

There is substantial current work underway that advances these priorities, some highlights include:

### Create vibrant, public spaces

- **Support and encourage outdoor public life** – public spaces throughout the city for all to enjoy that are supported by community programs (such as Green Streets, murals and placemaking), place-based stewardship programs (for plazas, parklets and open streets) commercial street-use programs (patios, merchandise displays, food trucks, etc.), and city-wide street furniture.
- **Gastown public space and transportation improvements** – Advance the public-space plan for Gastown following Council's motion from May 2023 and explore a more pedestrian friendly Water Street, including a summer pilot in 2024.
- **Continue to invest in diverse public programming and spaces** – City public services such as Vancouver Public Library, Vancouver Civic Theatres, and community and social centres provide a range of engaging public spaces and programs that support community connections, life-long learning, and cultural expression all year round.

### Enable large-scale sporting, cultural and arts events

- **Activate the city through special events and attractions** – Diverse and creative use of streets, parks and public spaces for events, with a focus on improved and streamlined services. This includes establishing an advisory group of event stakeholders for ongoing consultation on improvement opportunities; hosting seasonal events like the Festival of Lights, Harvest Days and Symphony at Sunset; and collaborating with local Indigenous Nations to co-develop the City's UNDRIP calls-to-action related to major Vancouver events.
- **Sport hosting** – Development and implementation of the five-year Sport Hosting Action Plan in collaboration with industry partners. Leverage existing events to highlight Vancouver's international reputation, including major marquee destination events such as the 2024 Grey Cup, the 2025 Invictus Games and the 2026 FIFA World Cup.

- **Culture|Shift** – implementation of Vancouver's 10-year culture plan equips our municipal government to better support a more diverse cultural sector, cultural infrastructure and music ecosystem, while recognizing and supporting Indigenous cultural knowledge and presence.
- **New public art and cultural infrastructure** – advancing cultural space targets, regulatory and policy updates, integration of culture into major projects and providing cultural space grants and awards.

### **Revive Chinatown's vibrancy**

- Implement a coordinated, cross-departmental approach to the City's Chinatown work, aligning commitments and resources to retain, enhance, and support the rich cultural heritage of Chinatown. This includes but is not limited to: investments to support the Uplifting Chinatown Action Plan's focus on cleanliness, graffiti abatement, and public safety; tangible and intangible heritage; public space projects; supporting Chinatown's unique businesses, cultural food assets, and economic development; and supporting non-profit organizations and cultural institutions stewarding Chinatown's cultural heritage assets. This work also includes integrating Chinatown priorities and commitments across related City-wide and Council priorities.

### **Deliver outstanding public facilities and community services**

- **Library and social centre network** – Continue to plan and implement renewal and maintenance of public libraries and inner-city social centres, expand learning opportunities for children, and offer a diverse range of programming and services in response to changing community needs. This work includes a Children's Library expansion expected to be completed by 2025.
- **Deliver new and renewed parks and amenities** – Design and build new and renewed parks, amenities (e.g. playgrounds, field houses, and dog off-leash areas), water features and green infrastructure. Projects include new parks at River District x2, Burrard Slopes, Main and 7th, new dog off-leash areas at Heather and Granville parks and master planning for the West End Waterfront.
- **Access to recreation, leisure, sport and life-long learning through the development of new and renewed community facilities and the public services** – This work includes the RayCam Co-operative Centre expected to start construction in 2026 and the Vancouver Aquatic Centre which will commence detailed design in 2024.
- **Public washrooms** – Increase the number of public washrooms, which includes new washrooms at Tisdall Park and Second Beach Park.

• **Social Infrastructure.** Continued implementation of the Spaces to Thrive: Social Infrastructure Strategy, which includes development of community spaces to support food security, community economic development and provision of social services, such as neighbourhood houses and wellness spaces.

- **Mental health and substance use and overdose crisis** – Continue to support the implementation of Vancouver Coastal Health's expanded mental health framework, including response partnership programs with the Vancouver Police Department. Continue to support the work of the health authority and community partners to develop and implement harm reduction and mental health services in response to the ongoing overdose crisis. Advocate for the deployment of harm reduction, recovery, and mental health services across the region and province.
- **Update the City's social development framework** – Work with Vancouver Coastal Health and partners to update the Healthy City Strategy as an agile strategic framework that is responsive to the most urgent community needs and emerging health, wellness and quality of life indicators.

### **Ensure Vancouver is friendly and accessible for older adults**

- **Accessibility strategy** – Implement the City's recently approved Accessibility Strategy and ensure compliance with new provincial legislation.
- **Age-friendly action plan and services focused on older adults** – Increase services for older adults and develop an age-friendly action plan. Specific actions include, continuing to deliver library programs that combat isolation and build digital literacy, initiating the development of a housing strategy for older adults focused on partnerships with the provincial government and Vancouver Coastal Health, and developing new land use policies to enable a range of housing and care needed for older adults.

### **Work to ensure Vancouver's cultural communities feel included and respected**

- **Indigenous visibility on the land and spaces and cultural equity, and accessibility** – Ensure that work is being done to support greater visibility for Musqueam, Squamish and Tsleil-Waututh across the city. Continue to deliver cultural equity and accessibility initiatives.
- **Improved access and inclusion in recreation** – Increase the stability of programs and services through completion of projects such as the Strathcona funding model project. Maintain delivery of the Leisure Access Pass program to reduce barriers to recreation, especially for systemically marginalized populations. Continue to deliver library programs that build a sense of belonging and support intercultural understanding.

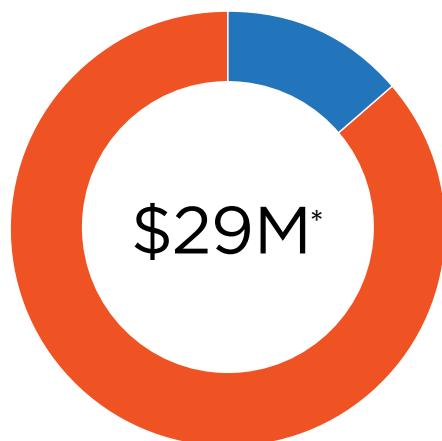


Vancouver has a diverse and thriving local economy, and the City of Vancouver invests in services, programs, land-use plans and an optimized regulatory environment to support local businesses and the local economy.

In 2024, the Vancouver Economic Commission (VEC) will be decommissioned. Economic development and business support activities will transition to a new Business and Economy Office within the City Manager's Office.

While the specific services of the new Business and Economy Office will be developed in 2024, its mandate will be to ensure the City's strategy, policy and programs consider implications for business, while also achieving financial efficiencies. This new office will help the City focus on the local economy, supporting Vancouver businesses, and complementing Invest Vancouver's business attraction and retention work.

Work done by essentially every City department touches on business support and economic development. Some of this work and/or these investments directly support local businesses, while others are less direct but equally important.



\* Numbers may not add due to rounding

Capital investments  
\$4 million

Existing Operating Activities  
\$25 million

## Highlights of existing and ongoing activities in the 2024 Budget

Below are some highlights of the substantial City work underway to advance Council's business and economic priorities.

### Transform the City's permitting and licensing processes

- **Business license review** – Continued implementation of streamlined business licence categories from 570 down to 88 by digital redesign, delivery and support of modern, digitally enabled licensing services.
- **Permitting digital transformation** – A redesign of permitting and licensing services to be more customer-focused and delivered digitally. This program also develops and evolves the foundational components required to modernize permitting and licensing services.

### Do our part to support local business and ensure the business climate is welcoming

- **Industrial lands framework and area planning, villages, hotels, home-based business** – Development, refinement and implementation of policies and plans to support equitable and inclusive economic growth in Vancouver, including zoning and regulatory changes.
- **Tourism and destination development support** – Complement, integrate and align inter-related City services and priorities to inspire and support the growth, development and sustainability of the tourism and event sector.
- **Business improvement associations (BIAs) support** – Support local businesses and commercial areas through partnerships and liaison with BIAs, including navigating City service requests, public-realm management and projects.
- **Parking management** – Manage residential and commercial on-street parking to ensure that curb space is used effectively across the city. Effective parking management in commercial areas helps customers find parking close to their destinations and minimizes unnecessary searching for parking, which contributes to congestion, pollution, and traffic safety risks.

- **Vancouver Board of Parks and Recreation** – The Park Board's activities are a significant driver of economic activity for the city and the region. From major attractions like VanDusen Gardens and Bloedel Conservatory to championship golf courses and golf facilities, our destinations attract tourists and residents alike. According to preliminary research commissioned by the Vancouver Board of Parks and Recreation in 2020 by economists from global firm Eftec and researchers from UBC, the tourism value of Vancouver's parks ranges between \$198 million and \$1.3 billion per year.

#### **Provide support to the local film industry**

- **Creation of a comprehensive city-wide motion picture production bylaw** – Initially started in 2022 with the intent to codify existing permitting guidelines within Engineering Services, this broader initiative is a response to growing internal and industry support for a City-wide approach that could be adopted by both the City and the Park Board.
- **Film industry clean energy policy framework**
  - To formally adopt a policy framework that will inform long-term bylaws, policies and investments that support the film industry's transition to clean energy.

#### **Do our part to ensure we have sufficient childcare options for Vancouver families**

- Align City guidelines with Provincial guidelines and simplify permitting for childcare, reduce barriers to implementing childcare across the city, continue to seek opportunities to integrate childcare with housing and other public projects.

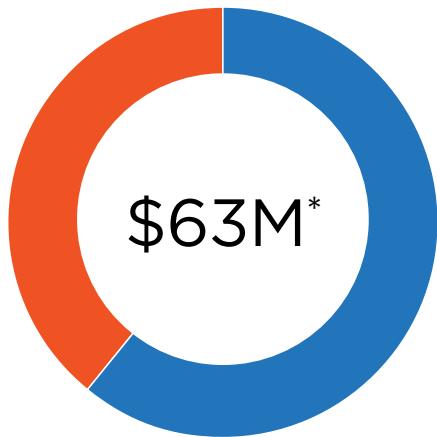
# CLIMATE EMERGENCY



In 2020, Council adopted the Climate Emergency Action Plan (CEAP), building on a decades-long legacy of climate mitigation and environmental action. The next five-year CEAP will be presented to Council in 2025.

In 2018, Council adopted the Climate Change Adaptation Strategy (CCAS), to ensure our city adapts and is resilient to climate change impacts we are already experiencing. The CCAS will be updated in early 2024 and a new five-year strategy will be presented to Council in 2025.

The Sustainability Division within Planning, Urban Design and Sustainability develops climate mitigation and adaptation policies and coordinates the work many City departments are doing to address climate change. The City is currently creating a climate budget to improve clarity for decision-makers and the public by consolidating information on climate-related expenditures and outcomes. This work advances climate action across our community and demonstrates leadership through our corporate operations.



\* Numbers may not add due to rounding

- █ Capital investments  
\$39 million
- █ Existing Operating Activities  
\$25 million

## Highlights of existing and ongoing activities for the 2024 Budget

### Mitigation

#### Reduce Vancouver's GHG emissions from buildings

- **Missing Middle housing** – “Missing Middle” (multiplex) housing policies effective in 2024 to increase density, support more walkable, diverse and complete neighbourhoods, while decreasing carbon emissions.
- **Equipment time-of-replacement regulations** – Proposed Vancouver building bylaw updates to transition to highly efficient, domestic hot water heating equipment at time-of-replacement and simplifications to renovation requirements.
- **Rental Apartment Retrofit Accelerator** – Grant funds available for owners of market rental buildings to undertake critical energy retrofit upgrades, including building electrification and switching to heat pumps.

#### Reduce Vancouver's GHG emissions from transportation

- **Early implementation of the Active Mobility Plan** – Prioritization and focus on walking and cycling investments to help achieve CEAP mode share targets and provide more affordable transportation options for more people.
- **Transit priority corridors** – In partnership with TransLink, bus stop and bus priority enhancements to improve bus travel times and reliability, access and comfort.
- **Expansion of EV charging infrastructure** – Public EV charging stations across the City, in collaboration with BC Hydro, along with an applicant-based program for installation of City-owned EV chargers in existing rental buildings.

### Adaptation

#### Incorporate climate change adaptation measures into our work

- **Heat and air quality supports** – Scaled-up procurement and distribution of indoor heat and air quality supports for disproportionately impacted populations.

- **Multi-family resilience rebate program** – A resilience rebate program with BC Hydro and the Province of British Columbia to support indoor heat reduction upgrades in multi-family buildings in preparation for extreme heat events.
- **Coastal Adaptation Plan** – Community-wide options for preparing Vancouver's coastline for sea level rise, outlining approach; roles and responsibilities of the City and others; and alignment with regional and provincial coastal adaptation work.
- **Street tree planting in underserved areas** – An increase to street tree canopy in underserved areas to provide localized shade cooling and reduce flood risk.

#### Make sure our local waters are healthy and clean

- **Phase 2 of the Healthy Waters Plan** – A high-level City-wide plan to address pollution from combined sewer overflows (CSOs) and rainwater run-off, while managing risks related to climate change, growth and aging infrastructure. Phase 2 is expected to be completed in 2025 and includes the assessment of alternatives for meeting the City's regulatory requirements and Council objectives, and the identification of a preferred pathway for Phase 3.
- **Green infrastructure** – Working with federal funding provided by the Natural Infrastructure Fund, distributed green infrastructure at locations around the City to provide resilient rainwater management solutions. Recent projects include Woodland and 2nd (a new block-long, rain garden in an equity-focused area designed to deliver rainwater diversion and urban cooling benefits) and St. George Rainway (multi-block, blue-green system to deliver rainwater management services along with placemaking elements; underway following close collaboration with residents).

# BUDGET PROCESS AND TIMELINE

Each year, City staff prepare annual operating and capital budgets, and an updated five-year financial plan, for City Council's consideration to be approved by December. On December 12, 2023, Council approved the 2024 Operating and Capital Budget.

## Public Engagement

Between August 24 and September 17, 2023, residents and business owners were invited to provide feedback on budget priorities and funding preferences for delivering a balanced budget. A total of 2,845 residents and 502 business owners completed the annual budget survey, which was offered in English, Simplified Chinese, Traditional Chinese and Punjabi. Data was then weighted by age and geographic zone for residents and business size for businesses.

## Key Findings

- **Budget priorities:** Housing is the number one budget priority for both residents (70%) and businesses (62%). This is followed by infrastructure and transportation (58 % residents, 51% businesses) and equity and social issues (50% residents, 42% businesses).
- **Preferred financial tools:** To balance the budget, residents are most likely to support an increase in business/commercial property taxes (47%) while businesses prefer new and increased user fees (45% and 43% respectively).
- **User fees:** A majority of both residents (61%) and businesses (63%) said they would be willing to pay more in user fees for the services they use in order to maintain or improve them.
- **Property taxes:** Just over half (53%) of strata property owners agree with a property tax increase in the range of \$64 and \$103 for 2024. Four-in-ten (39%) single detached homeowners agree with a property tax increase between \$169 and \$270.

See Appendix E for a more detailed summary of Budget engagement findings.

Earlier this year, the City also contracted market research company, Ipsos, to conduct a randomly-selected, representative survey of Vancouver residents and businesses to track satisfaction with City services and provide insight into spending priorities. Results can be found in Appendix F.

## Timeline for 2024 budget Process



# TAXES AND FEES AT A GLANCE

## 2024 Increases - City Property Tax, Fees and Charges

<b>Property Tax Increase</b>	<b>7.5%</b>
<b>Utility Fees (combined)</b>	<b>7.7%</b>
Water	4.0%
Sewer	14.0%
Solid Waste	3.4%
<b>Median single-family home combined municipal property tax and utility fees</b>	<b>7.6%</b>

## 2024 Increases – All Other Fees

<b>Neighbourhood Energy Utility (NEU)</b>	<b>3.2%</b>
<b>Recreation user fees</b>	<b>6.0%</b>
<b>Most business licence fees</b>	<b>6.0%</b>
<b>Most permit fees</b>	<b>15.0%</b>

## Estimated 2024 Annual Tax Bill – COV Portion – Examples

	Median residential strata unit \$804,000	Median overall residential unit \$1,371,000	Median single-family home \$2,124,000	Median business property \$1,272,000
Total Change over 2023*	\$98	\$168	\$260	\$472
 Increased funding for all City services	\$46	\$79	\$122	\$222
 Increased funding for VPD services	\$39	\$67	\$103	\$187
 Additional infrastructure renewal	\$13	\$22	\$35	\$63

\*Numbers may not add due to rounding

These estimates reflect the City of Vancouver portion of taxes only, which generally represents more than half of the overall tax bill. A property owner's tax bill also includes utility fees, Provincial school taxes, and taxes levied by other taxing authorities including TransLink, Metro Vancouver, BC Assessment, and the Municipal Finance Authority. Estimates are based on the median assessed value of properties in each category – an actual tax bill will be different and depends on the assessed value of one property, as well as the relative assessed value of others in the same class. Assessed value is determined by BC Assessment.

# 2024 CAPITAL BUDGET

The 2023-2026 Capital Plan approved by Council in June 2022, contemplated \$3.5 billion of capital investments over the four years of the plan, with \$2.8 billion worth of investments to be delivered by the City and \$0.7 billion to be delivered by developers (in-kind). The four-year Plan focuses on maintaining the City's infrastructure and amenities in a state of good repair, optimizing the City's network of assets to support growth and economic development, and evolving infrastructure and amenities to address emerging needs as well as Council, Board and community priorities. The following highlights some major projects/programs in the 2023-2026 Capital Plan:

Service Category	Major Projects/Programs
Housing	<ul style="list-style-type: none"> <li>Acquisition of initial priority sites for the tripartite SRO strategy</li> <li>Land acquisition for social and supportive housing</li> <li>Grants to support new or redeveloped Partner units</li> <li>Predevelopment funding program for housing projects on City land</li> </ul>
Childcare	<ul style="list-style-type: none"> <li>Renewal of childcare spaces as part of the renewal of Ray-Cam Cooperative Centre</li> <li>New childcare at East Fraserlands Community Centre &amp; Urban Native Youth Centre</li> <li>Grants to support new full day (0-4) Partner spaces</li> </ul>
Parks & Public Open Spaces	<ul style="list-style-type: none"> <li>Maintenance and repairs of existing shorelines and seawalls on the ocean and riverfronts</li> <li>Parkland acquisition program</li> <li>New parks in Southeast False Creek and East Fraserlands area</li> <li>New track &amp; field facility at Killarney Park</li> </ul>
Arts, Culture & Heritage	<ul style="list-style-type: none"> <li>Renewal and expansion of Fire Hall theatre</li> <li>Renewal &amp; expansion of outdoor Amphitheatre at Hastings Park/PNE</li> <li>Chinatown Memorial Square redesign</li> </ul>
Community Facilities	<ul style="list-style-type: none"> <li>Renewal and expansion of Vancouver Aquatic Centre</li> <li>Renewal and expansion of RayCam Community Centre</li> <li>Renovation of Central Children's Library</li> </ul>
Public Safety	<ul style="list-style-type: none"> <li>Renewal and expansion of Fire Hall #8</li> <li>Planning/scoping for a post-disaster police headquarters facility</li> </ul>
Civic Facilities & Equipment	<ul style="list-style-type: none"> <li>Sunset Yard Renewal - Phase 1</li> <li>Electrification of vehicles and equipment</li> <li>Energy Optimization Program</li> </ul>
Streets	<ul style="list-style-type: none"> <li>Granville and Cambie Bridges - rehabilitation and seismic upgrades</li> <li>Gastown/Water Street public space and transportation improvements</li> <li>New and upgraded Active Transportation Corridors</li> <li>West End public space and transportation improvements</li> </ul>

*Chart continued on next page*

Service Category	Major Projects/Programs
Water, Sewers & Drainage	<ul style="list-style-type: none"> <li>Pump station renewals and upgrades</li> <li>Green infrastructure renewal and upgrades</li> <li>Sewer and distribution main renewal program</li> <li>Sewer upgrades to support growth (City-led)</li> </ul>
Waste Collection, Diversion & Disposal	<ul style="list-style-type: none"> <li>Vancouver Landfill Phase 5 North and South Closure</li> <li>Vancouver Landfill gas collection infrastructure</li> </ul>
Renewable Energy	<ul style="list-style-type: none"> <li>Neighbourhood Energy Utility new service connections</li> <li>False Creek Energy Centre low carbon expansion</li> <li>EV charging retrofits for rental housing</li> <li>Deep emission building retrofits program</li> </ul>
Developer-led (In Kind)	<ul style="list-style-type: none"> <li>New park at Oakridge Centre</li> <li>New community centre in East Fraser Lands, new community centre and ice rink in Northeast False Creek, and new youth centre and non-profit office space in the Cambie Corridor</li> <li>New non-market Housing units</li> </ul>

## Implementing the 2023-2026 Capital Plan

As part of developing the implementation strategy for the 2023-2026 Capital Plan and the 2024 new Capital Budget requests, staff reviewed projects and programs initiated in previous Capital Plans or in 2023 under the 2023-2026 Capital Plan. This review assessed any ongoing projects' impact on staff capacity to undertake new projects or programs. It is estimated that there are approximately \$1.25 billion worth of existing projects and programs scheduled for completion in 2024 and beyond.

## 2023-2026 Capital Plan Summary

Over the four-year period, the 2023-2026 Capital Plan will continue to be adjusted to align with changing factors affecting capital priorities, funding opportunities and budget pressures, and as additional development contributions and partnership funding are secured, or as reserve funding becomes available. To date, Council has approved net increases of \$92 million to the 2023-2026 Capital Plan to account for receipt of new external funding and additional funding required for existing projects/programs due to updates in cost estimates. Through the 2024 Capital Budget, staff are proposing a further net increase of \$14.4 million which will bring the total of 2023-2026 Capital Plan to \$3.6 billion.

## Budget allocations over the four-year period

The 2023-2026 capital budget allocations reflect the different delivery strategies for the projects and programs included in the 2023-2026 Capital Plan. The following trends are observed for one-time projects and programs:

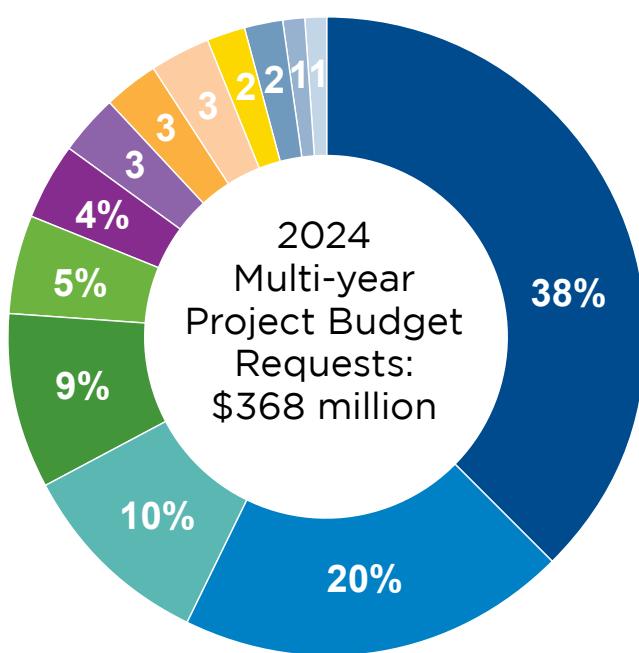
- One time projects** – The 2023-2026 budget allocations for one-time projects are aligned to the project delivery schedules and timelines. Allocations in 2023 are higher due to budget commitments required to initiate the procurement process for major projects, such as the rehabilitation and seismic upgrades to the Granville and Cambie bridges, renewal and expansion of the Vancouver Aquatic Centre, etc.
- Annual programs** – Generally, the capital budget allocation profile for annual programs is expected to be stable across the four years. For the 2023-2026 Capital Plan, the budget allocation in 2024 is slightly lower compared to approved 2023 allocations and 2025-2026 planned allocations due to the large approved unspent previously approved budgets.

## 2024 Capital Budget

The 2024 Capital Budget provides the authority to proceed with specific capital programs and projects and it defines both the Multi-Year Capital Project Budget and the Annual Capital Expenditure Budget for all approved work. The 2024 new Multi-Year Capital Project Budget requests are estimated at \$368 million. The main drivers for the 2024 allocations are:

- Funding required for initial phases, such as planning/scoping and detailed design of the one-time projects included in the 2023-2026 Capital Plan, such as the expansion of W.C. Shelly Park, renovation of Children's Library at Central Library, etc.
- Funding for ongoing programs, such as the Sewer Main Renewal program, Active Transportation Corridors program, and ongoing Capital Maintenance/Renovations of Infrastructure.

Following chart summarizes the new 2024 budget requests by the different Service Categories:



Service Category	Budget Allocation (\$M)	Allocation (%)
Water, sewers & drainage	\$139M	38%
Streets	\$73M	20%
Parks & public open spaces	\$36M	10%
Technology	\$32M	9%
Community facilities	\$19M	5%
Housing	\$13M	4%
Waste collection, diversion & disposal	\$11M	3%
Emerging priorities, contingency & project delivery	\$10M	3%
Civic facilities & equipment	\$10M	3%
Renewable energy	\$9M	2%
Public safety	\$6M	2%
Arts, culture & heritage	\$5M	1%
Childcare	\$4M	1%

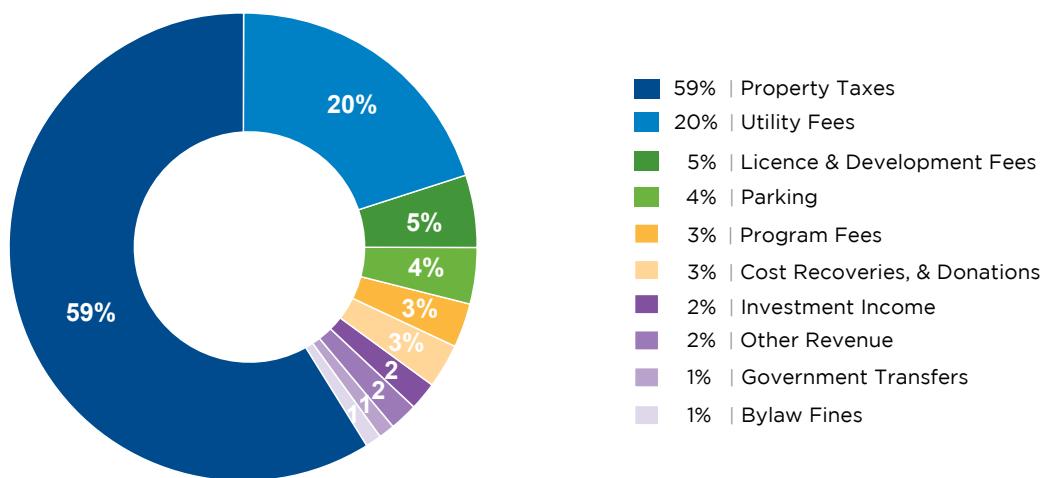
While the Multi-Year Capital Project Budget represents the aggregate of all approved Multi-Year Capital Project Budgets, the Annual Capital Expenditure Budget represents the portion of the Multi-Year Capital Project Budget that is planned to be spent in the budget year. The 2024 Capital Expenditure Budget is \$782 million (\$572 million for previously approved multi-year capital project budgets continuing into 2024 and \$210 million for the current year's expenditure portion of the new 2024 multi-year capital project budgets). The 2024 budget includes expenditures for major projects and programs such as renewal and expansion of Marpole Community Centre and Grandview Firehall #9, Granville Bridge Connector, upgrade of Firehall #12, Sewer Main renewal - Hastings-Sunrise, etc.

# 2024 OPERATING BUDGET

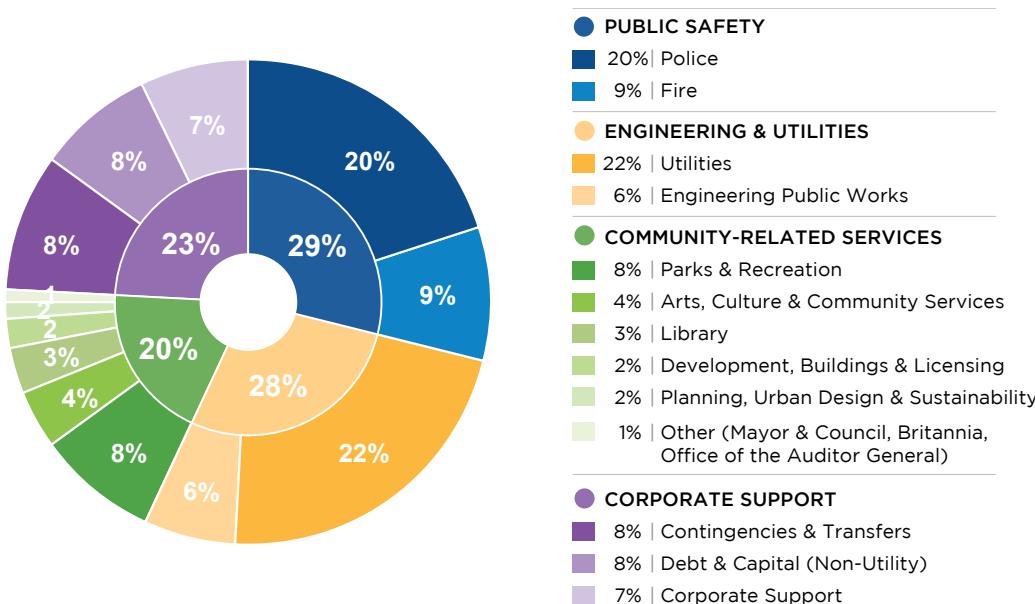
The 2024 Budget concentrates on the City's sustainable financial planning framework to address ongoing fixed cost pressures and service needs. The 2024 Operating Budget of \$2.15 billion is supported by a property tax increase of 7.5%, driven by 1% for additional infrastructure renewal, 3.0% for Vancouver Police Department (VPD) services, and 3.5% for funding to other City services as well as risks around uncertain costs across the city, inclusive of VPD.

The 2024 Operating Budget will maintain the delivery of all City services and includes Council directed investments to fill service gaps and address risks. Key investments include full year costs of requisitioning of new police officers, enhanced mental health support delivered by Vancouver Coastal Health, addition of 33 fire fighters, actions outlined in Uplifting Chinatown Action Plan from the 2023 Budget. As part of the City's financial plan, Staff have identified approximately \$15 million in additional new revenue streams that have alleviated further implications on property tax and utility rate increases. Staff will continue to explore new revenue streams, service improvements and capacity building, and continued advocacy for senior government funding and partnerships to inform future budget processes. A consolidated budget, which summarizes the City's full financial budget including all funds and entities, is also included in this report for information.

## 2024 Operating Revenues (\$2,153 million)



## 2024 Operating Expenditures, Debt & Transfers By Service Area (\$2,153 million)



# 2024 OPERATING BUDGET

OPERATING BUDGET SUMMARY (\$'000s)	2023 RESTATED BUDGET	2024 APPROVED BUDGET	\$ CHANGE	% CHANGE
<b>Revenues</b>				
Property tax revenue	1,165,996	1,259,454	93,458	8.0%
Utility revenue	391,237	424,573	33,336	8.5%
Program revenue	68,608	74,553	5,945	8.7%
Licence & Development fees	101,205	116,348	15,143	15.0%
Parking revenue	69,018	78,389	9,371	13.6%
Cost recoveries, grants & donations	67,486	71,071	3,584	5.3%
Government Transfers	21,744	21,744	-	0.0%
Investment income	19,223	46,938	27,714	144.2%
Other revenue	35,581	37,153	1,573	4.4%
Bylaw fine revenue	21,401	23,201	1,800	8.4%
<b>Revenues Total</b>	<b>1,961,498</b>	<b>2,153,424</b>	<b>191,925</b>	<b>9.8%</b>
<b>Expenditures and Transfers</b>				
Utilities	442,667	483,435	40,768	9.2%
Engineering	115,910	127,664	11,754	10.1%
Police Services	407,940	441,974	34,034	8.3%
Fire and Rescue Services	174,551	187,044	12,492	7.2%
Parks & Recreation	156,318	168,784	12,466	8.0%
Library	60,391	62,877	2,485	4.1%
Britannia Community Services Centre	6,184	6,377	194	3.1%
Civic Theatres	15,219	15,503	284	1.9%
Community Services	44,539	47,881	3,342	7.5%
Grants	31,815	32,600	785	2.5%
Planning, Urban Design & Sustainability	33,230	35,121	1,891	5.7%
Development, Buildings & Licensing (DBL)	46,267	50,131	3,863	8.4%
Mayor & Council	3,817	4,139	323	8.5%
Office of the Auditor General	2,005	2,412	407	20.3%
<b>Corporate Support</b>				
Real Estate, Environment & Facilities Management	35,333	37,705	2,371	6.7%
Finance, Risk & Supply Chain Management	21,538	22,332	794	3.7%
Technology Services	43,665	46,874	3,209	7.3%
Human Resources	8,168	8,294	126	1.5%
Legal Services	6,357	6,663	306	4.8%
City Clerk	6,288	7,248	959	15.3%
City Manager's Office*	8,641	10,168	1,527	17.7%
Office of Chief Safety Officer	10,514	10,776	262	2.5%
<b>General Government**</b>	<b>126,343</b>	<b>164,922</b>	<b>38,579</b>	<b>30.5%</b>
<b>General debt &amp; Transfers to Capital Fund</b>	<b>153,796</b>	<b>172,500</b>	<b>18,704</b>	<b>12.2%</b>
<b>Expenditures &amp; Transfers Total</b>	<b>1,961,498</b>	<b>2,153,424</b>	<b>191,925</b>	<b>9.8%</b>

\* City Manager's Office year over year increase reflects establishment of new business and economic development function through transfer from decommissioning of Vancouver Economic Commission (VEC).

\*\* General Government increase reflect citywide contingencies for emerging and unknown risks for the whole city, inclusive of VPD.

# 2024 OPERATING, CAPITAL AND CONSOLIDATED BUDGETS

BALANCED OPERATING BUDGET				
\$ millions	2023 Restated Budget	2024 Approved Budget	Net Change (\$)	Net Change (%)
Revenues	1,961	2,153	192	9.8%
Expenditures and Transfers	1,961	2,153	192	9.8%
<b>Net Operating Budget</b>	-	-	-	-
CAPITAL BUDGET				
\$ millions	2023 Budget	2024 Approved Budget	Net Change (\$)	Net Change (%)
New Multi Year Capital Projects Budget	581	368	(213)	-37%
Capital Expenditure Budget	730	782	52	7%
CONSOLIDATED BUDGET SUMMARY ON A FINANCIAL STATEMENT BASIS				
\$ millions	2023 Restated Budget	2024 Approved Budget	Net Change (\$)	Net Change (%)
<b>Revenues</b>				
Operating	\$1,961	\$2,153	\$192	9.8%
Capital	\$220	\$270	\$50	22.7%
Property Endowment	\$57	\$62	\$5	8.2%
Other Funds	\$26	\$42	\$16	60.7%
All Entities	\$70	\$69	(\$1)	-2.0%
Consolidation Adjustments	(\$16)	(\$15)	\$0	-1.8%
<b>Total Revenues</b>	<b>\$2,320</b>	<b>\$2,581</b>	<b>\$261</b>	<b>11.3%</b>
<b>Expenditures and transfers</b>				
Operating	\$1,961	\$2,153	\$192	9.8%
Capital	\$220	\$270	\$50	22.7%
Property Endowment	\$57	\$62	\$5	8.2%
Other Funds	\$26	\$42	\$16	60.7%
All Entities	\$70	\$67	(\$4)	-5.5%
Consolidation Adjustments	(\$16)	(\$15)	\$0	-1.8%
<b>Total Expenditures and transfers</b>	<b>\$2,320</b>	<b>\$2,579</b>	<b>\$259</b>	<b>11.2%</b>
<b>Reconciliation Adjustments to Annual Financial Statements</b>				
Amortization	\$207	\$217	\$10	5.1%
Capital Additions	(\$565)	(\$673)	(\$108)	19.2%
Contributions/Transfers (to)/from reserves	\$74	\$25	(\$49)	-66.3%
Debt	\$38	\$32	(\$6)	-14.9%
<b>Total Reconciliation Adjustments</b>	<b>(\$246)</b>	<b>(\$398)</b>	<b>(\$152)</b>	<b>62%</b>
<b>Total Expenditures per Financial Statement Basis</b>	<b>\$2,074</b>	<b>\$2,180</b>	<b>\$106</b>	<b>5.1%</b>
<b>Excess Revenues over Expenditures per Financial Statement Basis</b>	<b>\$246</b>	<b>\$401</b>	<b>\$155</b>	<b>63.0%</b>

## Balanced Operating Budget

- The Operating Budget is described in detail in the Operating Budget section of the 2024 Budget and Five-Year Financial Outlook document.

## Capital Budget

- The Capital Budget, Four-Year Capital Plan and related funding sources, are outlined in Appendix A and B of the 2024 Budget and Five-Year Financial Outlook document.

## Consolidated Budget Summary on a financial statement basis

The Consolidated Budget, including the budgets for the City's various funds and entities, is included in the Consolidated Budget section of the 2024 Budget and Five-Year Financial Outlook document.

- Within the Consolidated Budget, the Capital Budget is presented on a financial statement basis. A description of how this links to the total 2024 Capital Expenditure Budget of \$782 million is provided in the Consolidated Budget section of the 2024 Budget and Five-Year Financial Outlook document. Year-over-year changes in Capital Budget revenues and expenditures are based on the mix of funding sources for projects being brought forward in the 2024 Budget.

- Contributions/transfers to/from reserves, and debt which change year to year due to the timing of debt issuance and repayment, and capital project funding have also been included in the 2024 Budget.

VANCOUVER 2024  
**BUDGET**

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