



## ADMINISTRATIVE REPORT

Report Date: September 23, 2014  
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Meeting Date: September 30, 2014

TO: Vancouver City Council  
FROM: Director of Finance  
SUBJECT: Final 2015-2018 Capital Plan and Plebiscite Questions

### ***RECOMMENDATION***

- A. THAT Council approve the 2015-2018 Capital Plan totalling \$1.085 billion of expenditures as outlined in this report with the following funding allocation across program areas:

|   |                        |
|---|------------------------|
| Affordable Housing                          | \$ 125 million         |
| Childcare                                   | \$ 30 million          |
| Parks, Open Spaces & Recreation             | \$ 155 million         |
| Community Facilities                        | \$ 55 million          |
| Transportation                              | \$ 150 million         |
| Utilities                                   | \$ 325 million         |
| Civic Facilities                            | \$ 35 million          |
| Equipment & Technology                      | \$ 115 million         |
| Emerging Priorities & Inflation Contingency | <u>\$ 95 million</u>   |
|   | <u>\$1,085 million</u> |

- B. THAT Council approve the funding strategy for the 2015-2018 Capital Plan as outlined in Appendix B and summarized as follows:

|  |                |
|--|----------------|
| Plebiscite-approved Borrowing Authority      | \$ 235 million |
| Council-approved Utility Borrowing Authority | \$ 147 million |
| Capital from Revenue                         | \$ 90 million  |
| Water Pay-as-you-go Utility Fee              | \$ 40 million  |
| Other Operating Funding                      | \$ 20 million  |
| Capital Reserves                             | \$ 114 million |

|   |                        |
|---|------------------------|
| Development Cost Levies & Cash Community Amenity Contributions <sup>1</sup> | \$ 303 million         |
| Water & Sewer Connection Fees   | \$ 63 million          |
| Senior Government & Partner Funding   | \$ 73 million          |
|   | <u>\$1,085 million</u> |

FURTHER THAT the above anticipated funding be allocated across program areas as set out in Appendix B.

- C. THAT the 2015-2018 Capital Plan borrowing plebiscite contain three questions in the following program areas:

|                              |                        |
|------------------------------|------------------------|
| Parks & Recreation           | \$ 58.2 million        |
| Public Safety & Public Works | \$ 95.7 million        |
| Community & Civic Facilities | \$ 81.1 million        |
|                              | <u>\$235.0 million</u> |

FURTHER THAT the wording of the questions be generally as set out in Appendix C, subject to any modifications required by the Director of Legal Services to ensure consistency with the requirements of the *Vancouver Charter*.

A By-law authorizing these questions will be brought before Council on October 1, 2014.

## ***REPORT SUMMARY***

The purpose of this report is two-fold:

- to seek Council approval of the 2015-2018 Capital Plan and associated funding strategy as outlined in the report; and
- to seek Council approval of the proposed borrowing plebiscite as set out in Appendix C that will appear on the ballot in the November municipal election.

The report also summarizes the Phase 2 public engagement results (Appendix D), which have been considered when finalizing the Capital Plan.

Capital planning is integral to the City's long-term service and financial planning. The key objective is to develop a capital investment plan that strikes a strategic balance among the following needs:

- maintaining our infrastructure and facilities in an appropriate state of repair;
- optimizing our network of amenities to best serve our residents, businesses, and people to visit and work here; and
- advancing Council and community priorities within the City's long-term financial capacity.

Based on the City's historical capital spending rate of approximately \$250 million per year, the 2015-2018 Capital Plan proposes \$1.085 billion of capital investment priorities over the next four years across the following program areas:

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<sup>1</sup> As additional voluntary CACs are secured over time as part of development, they will be added to the Capital Plan.

|   |                        |
|---|------------------------|
| Affordable Housing                          | \$ 125 million         |
| Childcare                                   | \$ 30 million          |
| Parks, Open Spaces & Recreation             | \$ 155 million         |
| Community Facilities                        | \$ 55 million          |
| Transportation                              | \$ 150 million         |
| Utilities                                   | \$ 325 million         |
| Civic Facilities                            | \$ 35 million          |
| Equipment & Technology                      | \$ 115 million         |
| Emerging Priorities & Inflation Contingency | \$ 95 million          |
|   | <u>\$1,085 million</u> |

Considering the City's debt capacity and the capital program's long-term financial impact on property tax and user fees, the Capital Plan proposes a funding strategy that uses a balanced mix of funding sources (who pays) and payment methods (when to pay) as follows:

*Property Tax & User Fees (60%) -*

|  |                       |
|--|-----------------------|
| Plebiscite-approved Borrowing Authority      | \$ 235 million        |
| Council-approved Utility Borrowing Authority | \$ 147 million        |
| Capital from Revenue                         | \$ 90 million         |
| Water Pay-as-you-go Utility Fee              | \$ 40 million         |
| Other Operating Funding                      | \$ 20 million         |
| Capital Reserves                             | \$ 114 million        |
|  | <u>\$ 646 million</u> |

*Development Contributions (33%) -*

|  |                       |
|--|-----------------------|
| Development Cost Levies & Cash Community Amenity Contributions | \$ 303 million        |
| Water & Sewer Connection Fees                                  | \$ 63 million         |
|  | <u>\$ 366 million</u> |

*Partner Contributions (7%) -*

|                                     |                        |
|-------------------------------------|------------------------|
| Senior Government & Partner Funding | \$ 73 million          |
|                                     | <u>\$1,085 million</u> |

The proposed funding strategy strikes a balance in using capital reserves (39%), pay-as-you-go (26%), and debt financing (35%) in funding capital investments. Debt financing is kept at the same level as in the 2012-2014 Capital Plan.

The 2015-2018 Capital Plan is the most significant public policy tool for the renewal of existing municipal infrastructure and for the addition of new, incremental infrastructure. However, there will be other renewed or new infrastructure in addition to that included in the 2015-2018 Capital Plan over the next 4 years. The two major mechanisms include the completion of in-kind amenities through community amenity contributions triggered through rezoning applications and as the result of completion of multi-year projects already approved through the 2012-2014 Capital Plan.

The total value of infrastructure and amenities related to in-kind Community Amenity Contributions ("CACs") coming on stream over the next four years (in the areas of housing, childcare, recreation, culture and social policy) is estimated to be \$308 million. In addition, projects approved in the 2012-2014 Capital Plan worth approximately \$242 million will be delivered in the 2015/16 timeframe, bringing the total capital investments for the next four years to \$1.635 billion.

Table 1 below shows the total investments by program areas, including the 2015-2018 Capital Plan, secured in-kind CACs to be delivered, and multi-year projects from the 2012-2014 Capital Plan.

**Table 1: Capital Investments -  
(2015-2018 Capital Plan + In-kind CACs + 2012-2014 Capital Plan Multi-year Projects)**

|  | 2015-18<br>Capital Plan | Est. Secured<br>In-kind CACs | Est. 2012-14<br>Capital Plan<br>Multi-year Projects | Total           |
|--|-------------------------|------------------------------|---|-----------------|
| Affordable Housing                             | \$125M                  | \$170M                       | \$67M   | \$362M          |
| Childcare                                      | \$30M                   | \$9M                         | \$10M   | \$49M           |
| Parks, Open Spaces & Recreation                | \$155M                  | \$75M                        | \$24M   | \$254M          |
| Community Facilities                           | \$55M                   | \$53M                        | \$35M   | \$143M          |
| Transportation                                 | \$150M                  | \$1M                         | \$8M  | \$159M          |
| Utilities                                      | \$325M                  | -                            | \$18M   | \$343M          |
| Civic Facilities                               | \$35M                   | -                            | \$31M   | \$66M           |
| Equipment & Technology                         | \$115M                  | -                            | \$49M   | \$164M          |
| Emerging Priorities & Inflation<br>Contingency | \$95M                   | -                            | -   | \$95M           |
| <b>TOTAL</b>                                   | <b>\$1,085M</b>         | <b>\$308M</b>                | <b>\$242M</b>                                       | <b>\$1,635M</b> |

## **COUNCIL AUTHORITY/PREVIOUS DECISIONS**

Since 1990, Capital Plans have been developed in 3-year terms to match the term of Council and allow for a borrowing plebiscite to be held in conjunction with the civic election. On May 29, 2014, the Province enacted legislation to extend the term of Council from 3 to 4 years effective 2014. The 2015-2018 Capital Plan is the first 4-year plan to match the extended term of Council.

Capital Plans are funded from a variety of sources (who pays) using a balanced mix of payment methods (when to pay), guided by a number of long-standing Council policies and/or practices.

It has been Council practice to fund capital expenditures for waterworks, sewerage & drainage, and energy utility systems from debenture borrowing. As part of the City's debt management strategy, commencing in the 2012-2014 Capital Plan, the water utility is in the process of transitioning its infrastructure lifecycle replacement program from debt financing to pay-as-you-go over two Capital Plans. The transition would be completed in the 2015-2018 Capital Plan. The balance of capital expenditures is funded from a combination of debenture borrowing, pay-as-you-go, capital reserves, development contributions, internal financing, and partner funding.

**Debenture Borrowing** - Under the *Vancouver Charter*, Section 242 gives Council the authority to borrow funds for the construction, installation, maintenance, replacement, repair and

regulation of waterworks, sewerage & drainage, and energy utility systems without the assent of the electorate. Section 245 requires that the borrowing authority for all other purposes be established through the electorate's approval of a borrowing plebiscite.

The requirement to borrow funds to finance capital expenditures is established by Council at the time of the approval of the annual capital budget. Borrowed funds are generally paid back over 10 years to ensure that outstanding debt does not accumulate to unacceptable levels, and that annual debt servicing charges (principal and interest) are maintained at a level that does not put undue pressure on the operating budget.

Section 247 A of the *Vancouver Charter* requires that full provision of annual debt servicing charges (principal and interest) be made in the annual operating budget (typically funded from property tax and user fees). This ensures that the interest component is paid at the prescribed rate and time and that sufficient funding is available to retire the obligation at maturity.

**Pay-as-you-go** - As part of the City's long-term debt strategy, the Capital Plan incorporates a pay-as-you-go component funded from current property taxes and user fees to maintain a balance between borrowed and current funding, to manage the City's long-term debt profile, and to limit future debt repayment obligations.

**Development Contributions** - In 2004, Council adopted the *Financing Growth Policy* that sets the framework for the collection and allocation of Development Cost Levies (DCLs) and voluntary Community Amenity Contributions (CACs) towards capital amenities needed for growth.

Pursuant to the *Vancouver Charter* and applicable DCL By-laws, DCLs may be applied towards parks, housing, engineering infrastructure, and childcare. The proposed DCL allocation for the 2015-2018 Capital Plan is estimated to not exceed the DCL available at the beginning of the Capital Plan and what may reasonably be expected to collect over the 4-year period, leaving a balance of uncommitted DCLs for emerging priorities that may arise.

CACs are voluntary public benefit contributions offered by a rezoning applicant to address the impacts of rezoning. Acceptance of CACs by the City is generally guided by Community Plans and Public Benefit Strategies, and applicable Council policies in the areas such as housing, childcare, cultural and heritage. CACs typically come in two forms: in-kind onsite amenity and cash contributions. CACs may be applied to a wider range of amenities including those that are not DCL eligible such as recreational, cultural and social facilities, libraries, and firehalls. The 2015-2018 Capital Plan (\$1.085 billion) includes only cash CACs, which is an estimate based on historical experience. Actual allocation of cash CAC receipts is done as part of the annual budget process. In-kind CACs will be added to the Capital Plan as they are secured as part of development.

**Internal Financing** - Internal financing of capital expenditures through the Capital Financing Fund (CFF) is appropriate in situations where the capital expenditure can be justified on the basis of a business case, providing a source for repayment without impacting property taxes.

**Partner Funding** - The City actively pursues contributions from senior levels of government (e.g. Build Canada Fund, Community Works Fund) and private and community partnership

opportunities to optimize the value for every tax dollar in advancing Council and community priorities.

## ***CITY MANAGER'S/GENERAL MANAGER'S COMMENTS***

The City Manager RECOMMENDS approval of A, B and C.

The City owns over \$20 billion of capital assets (replacement value excluding land) encompassing parks and recreation, community facilities, affordable housing, public safety, roadways, walkways and bikeways, and underground water and sewer infrastructure. The need for renewing, upgrading and expanding our infrastructure and facilities to support our residents and businesses is significant and growing.

Capital planning is integral to the City's long-term service and financial planning. It integrates and aligns various Council policies and regional policies, capital asset management strategies (up to 100 years), public benefit strategies as part of Community Plans (25-30 years), Capital Strategic Outlook (10 years), Capital Plans (4 years), and annual budget and service plans (1 year with a 3-year outlook).

The focus of this report is the 2015-2018 Capital Plan, which outlines the City's capital investment priorities for the next four years and the associated funding strategy. The key objective is to strike a strategic balance among the following needs:

- maintaining our infrastructure and facilities in an appropriate state of repair;
- optimizing our network of amenities to best serve our residents, businesses, and people who visit and work here; and
- advancing Council and community priorities within the City's long-term financial capacity.

Building on the Capital Program Review work completed in 2011 (as part of the Vancouver Service Review) and the service plans developed as part of 2014 budget process, staff continue to reinforce strategic long-term planning, corporate-wide prioritization, evidence-based resource allocation, alignment of capital and operating needs, and value for money across the organization. As well, in an ongoing effort to increase public awareness and participation, the City launched a 2-phase public engagement strategy as part of the 2015-2018 Capital Plan process:

- *Phase 1* - Launched in May, the key objective was to engage the public to discuss long-term infrastructure and facility needs with regards to 1) asset renewal and 2) new, upgrade and expansion of amenities. This is a new step in the capital planning process where public input is considered when developing the draft Capital Plan. About 1,000 participants were engaged in this phase.
- *Phase 2* - Launched in August, the key objective was to engage the public to validate the capital investment priorities, program allocation, and funding strategy proposed in the draft Capital Plan. This is a typical step in the capital planning process where public input is considered before finalizing the Capital Plan. About 2,000 participants were engaged in this phase.

The results of the public engagement can be summarized into the following key themes:

- prioritize investments in childcare, affordable housing and rapid transit;
- prioritize investments in recreation and community facilities over civic facilities and emerging priorities; and
- prioritize investments in asset renewal over new infrastructure and facilities.

A petition which was submitted to the City Clerk over the last week involving 600+ individuals also highlighted the need for a 200-seat venue for youth music performance.

In response to the feedback, the following clarifications and adjustments have been incorporated in the final 2015-2018 Capital Plan as compared to the Draft Plan (July 2014):

- make securing childcare and housing in-kind CACs a top priority to augment the City's direct investments in achieving the targets;
- capital maintenance and renovation related funding has been identified within the Childcare, Parks and Recreation, Community Facilities, and Public Safety categories to better reflect the City's investments in facility renewal by program areas;
- increase in infrastructure renewal funding for Transportation by \$5 million; and
- specifically earmark Emerging Priorities funding to advance the renewal and expansion of Marpole-Oakridge Community Centre, subject to final decisions on project scope and location.

Furthermore, as part of the City's ongoing debt management strategy, staff has reduced the amount of debt financing from \$400 million in the draft Capital Plan to \$382 million in the final Capital Plan. With this reduction, borrowing will be flat at the 2012-2014 Capital Plan level (\$95 million a year), representing a substantial decrease from the 2009-2011 Capital Plan (\$120 million a year).

In summary, the 2015-2018 Capital Plan contemplates \$1.085 billion of capital investments that target the following areas of Council policy:

- affordable housing and childcare to attract and retain a strong workforce as part of the Economic Action Strategy;
- infrastructure and facility rehabilitation and renewal;
- sewer separation and renewal to meet the regulatory target by 2050;
- climate change adaptation and seismic upgrades; and
- various initiatives and commitments relating to the Greenest City Action Plan.

In addition to the \$1.085 billion investment related to the 2015-2018 Capital Plan, as noted above, the City has secured approximately \$308 million in-kind CACs for new and expanded amenities through rezonings and, over the next two years, completion of ongoing capital projects through the 2012-2014 Plan will bring on stream approximately \$282 million worth of infrastructure - either renewed or new. Thus the overall spend anticipated over the next four years on infrastructure and amenities in the City totals \$1.635 billion.

## REPORT

### Background/Context

On July 9, 2014, Council received the draft 2015-2018 Capital Plan report that outlined Council policies and priorities that guide the development of the plan, and approved the following recommendations to guide the capital planning work that is required to finalize the 2015-2018 Capital Plan:

- A. *THAT Council receive the draft 2015-2018 Capital Plan for information, and direct staff to seek public input as outlined in the Public Engagement Plan section of this report.*
- B. *THAT Council approve in principal the following financial limits on sources of funding that are supported by property tax and utility fees in the 2015-2018 Capital Plan:*
  - *General Borrowing Authority - \$235 million*
  - *Utility Borrowing Authority - \$165 million*
  - *Capital from Revenue - \$90 million*

*This financial limit will guide the next phase of capital planning work and is subject to approval by Council as part of the final Capital Plan in September 2014.*
- C. *THAT the Director of Finance be instructed to report back with the final 2015-2018 Capital Plan incorporating results of the public engagement and plebiscite borrowing questions for Council's consideration in September 2014.*

The financial limits were established to ensure that capital spending does not adversely impact on the City's financial position; that the Capital Plan is funded from an appropriate mix of funding sources and payment methods; and, that the plan does not create an undue burden for residents and businesses who ultimately pay the capital and ongoing operating costs through property taxes and user fees.

Since approval of the above recommendations, staff have undertaken the second phase of public engagement to seek input on the investment priorities and funding strategy contained in the draft 2015-2018 Capital Plan. Summary information on the public engagement is provided under the Strategic Analysis section of the report.

### I. CITY PUBLIC AMENITIES & INFRASTRUCTURE OVERVIEW

The City owns over \$20 billion of capital assets (replacement value excluding land) encompassing:

- 8 million square feet of facilities providing a broad range of recreational, community, social and cultural programs and services, affordable housing, public safety, and civic administration
- 1,360 hectares of parks and open spaces
- 4,260 km of sidewalks, streets and lanes
- 3,600 km of underground water and sewer mains

The lifespan of capital assets varies considerably across asset categories from water and sewer pipes (60-120 years), to buildings, sidewalks, trees (40-60 years), road pavement, traffic signals (20-40 years), playgrounds/playfields (10-20 years) and vehicles, information technology and other equipment (less than 10 years).

## II. FUNDING STRATEGY FOR CAPITAL INVESTMENTS

The City takes a comprehensive approach to assessing the short and long-term economic indicators to inform the development of the Capital Plan. An overview of this work is included in Appendix E.

The City funds capital investments from a range of sources (who pays) using a balanced mix of payment methods (when to pay).

The following summarizes the City's proposed funding strategy for the final 2015-2018 Capital Plan: funding sources (who pays) and payment methods (when to pay).

### Funding Sources (Who Pays)

The City's 2015-2018 Capital Plan anticipates funding from:

- **Property Tax & User Fees (60%)**  
Consistent with prior Capital Plans, operating revenues such as property tax, utility fees (e.g. water and sewer fees) and parking revenue fund a majority of capital projects.
- **Development Contributions (33%)**  
Consistent with the City's Financing Growth Policy (2004), new and expanded amenities and infrastructure needed for growth are funded in part through contributions from development, including DCLs, voluntary CACs and connection charges.



CACs are voluntary public benefit contributions offered by a rezoning applicant to address the impacts of rezoning. Acceptance of CACs by the City is generally guided by Community Plans and Public Benefit Strategies, and applicable Council policies in the areas such as housing, childcare, cultural and heritage. CACs typically come in two forms: in-kind onsite amenity and cash contributions. The 2015-2018 Capital Plan (\$1.085 billion) includes only cash CACs, which is an estimate based on historical experience. Actual allocation of cash CAC receipts is done as part of the annual budget process.

- **Partner Contributions (7%)**  
The City receives funding from provincial and federal governments, from TransLink for road work, and from non-profit agencies, foundations and philanthropists particularly in the area of childcare and affordable housing.

### Payment Methods (When to Pay)

The City considers a variety of payment methods to fund the wide array of large and small capital investments. Funding is provided through capital reserves, pay-as-you-go and debt.

- **Pay In Advance: Capital Reserves (39%)**

Over a third of the capital investments are funded through capital reserves. Capital reserves are like savings accounts, used to accumulate funds from current revenues or other sources over time to fund future capital investments. This method is typically used when other partners are involved and the City wishes to make clear its own commitment is protected. In other cases, the commitment is made as part of a community planning process and funded through development fees, while the timing of the project may not occur for a significant period of time.

- **Pay-as-you-go (26%)**

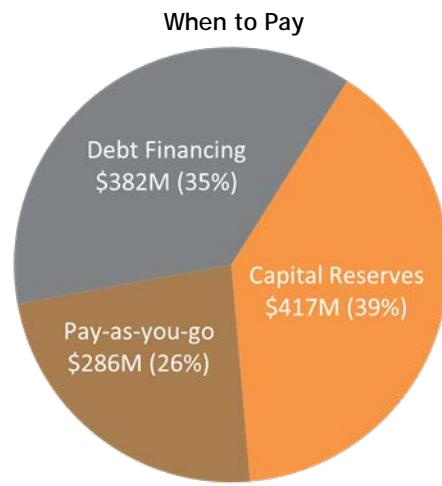
Over a quarter of the capital investments is funded using pay-as-you-go. Pay-as-you-go funds capital investments using current revenues, user fees and other sources. It is used for some of the City's utility renewal - such as water infrastructure - that all taxpayers benefit from. This method enables residents and businesses to contribute on an ongoing basis to capital investments which are fundamental to the health of the City; and ensures the City's borrowing capacity is preserved for important, one-off capital investments that are not appropriate or are too costly to be funded on a pay-as-you-go basis.

- **Pay Over Time: Debt (35%)**

Just over a third of the capital investments are funded through debt. Like most major Canadian cities and senior levels of government, the City uses debt in its mix of payment methods to fund capital investments, allowing payment to be made over a longer timeframe to align with the useful life of the underlying capital assets and ensure that more residents and businesses that benefit from the capital investments participate in paying for them. When used strategically, paid back within 10 years (much shorter than a typical mortgage and the average life cycle of a capital asset), and within best practices for responsible borrowing, debt financing allows the City to continue to renew its infrastructure on a regular basis and provide new amenities when necessary to accommodate growth while maintaining its fiscal health.

The City takes a very careful approach to its use of debt, funding repayment over 10 years while ensuring a balanced operating budget and keeping property tax and fees at an affordable level. The City's consistently strong credit ratings and favorable borrowing rates reflect this careful approach.

The proposed funding strategy for each program area is presented in Appendix B. Approval of the Capital Plan funding strategy does not provide authority to undertake program or project expenditures. Council will approve these expenditures and the appropriate funding sources as part of the annual budget process.



### III. FISCAL CAPACITY; FOCUS ON THE LONG-TERM

Vancouver, like other Canadian cities, offers a broad range of services but has a limited revenue stream. The City adheres to prudent fiscal stewardship with careful financial planning that balances short-term operating needs with long-term public amenity and infrastructure requirements. To ensure that appropriate capital investments are made to advance Council and community priorities in a fiscally prudent and financially sustainable manner while considering external economic conditions that could have an impact on residents and businesses, the City's capital planning process is guided by a set of financial sustainability guiding principles and financial health targets.

#### 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 user 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

***Keep Debt at a Manageable Level*** - The City determines its long-term borrowing capacity for regular, non-utility related capital programs by limiting the ratio of annual tax-supported debt servicing to operating expenditures at a maximum of 10%. This is to ensure that the City does not accumulate debt at unacceptable levels, and that annual debt servicing does not put undue pressure on the annual budget. This ratio was 7.2% in 2010 and has increased to 7.8% in 2013, and is anticipated to increase to 8.6% by the end of 2018 reflecting the increased debt borrowing over the last two Capital Plans (2006-2008, 2009-2011) leading up to the 2010 Winter Olympics.

By reducing debenture borrowing in the 2012-2014 Capital Plan and holding the debt level at \$382 million in the 2015-2018 Capital Plan with only inflationary increase in future Capital Plans, the ratio is expected to increase to 8.8% in 2019 and 2020, and start to come down to 8.4% by 2027 due to better alignment of new debt issuance and maturities. (See Figure 1 under the Financial Health Indicators section for details).

As part of our long-term debt management strategy, the water utility is transitioning its infrastructure lifecycle replacement programs from debt financing to pay-as-you-go, which is expected to complete during the 2015-2018 Capital Plan. This will help lower the City's overall debt and save interest costs over the long-term. Looking ahead, we will continue to explore opportunities, where appropriate, to transition our general capital program and the

sewer utility to a higher proportion of pay-as-you-go to improve the City's long-term debt profile and enhance our credit ratings.

***Maintain Strong Credit Ratings and Access to Low Borrowing Costs*** - The City's strong credit ratings (AAA/AA) are among the best for Canadian cities, and are supported by a diverse economy and a strong and stable tax base. Continued management of debt within target levels is critical to maintaining and enhancing the City's credit ratings. Most world class cities are managed in a fiscally prudent and financially sustainable manner and enjoy high credit ratings. Maintaining current credit ratings among the top tier cities is critical to Vancouver's long-term competitive advantage. It is estimated that the long-term borrowing costs would increase by 5-10 basis points for each level of downgrade, or approximately \$1 million in additional interest over the term of each \$100 million debenture issue.

***Keep Property Tax and User Fees Affordable*** - Property taxes in the recent years have seen a modest increase, ranging from 1.4% to 2.8%, generally aligned with inflation (0.4% to 2.3%). During this period, the City has enhanced our network of public amenities in the areas of housing, community services and public safety, and has invested in core infrastructure, such as sewer separation and renewal and upgrading transportation infrastructure for pedestrians, bikes, and vehicles. All these were accomplished through continuous innovation, business transformation and productivity enhancement, while absorbing above-inflation wage increases.

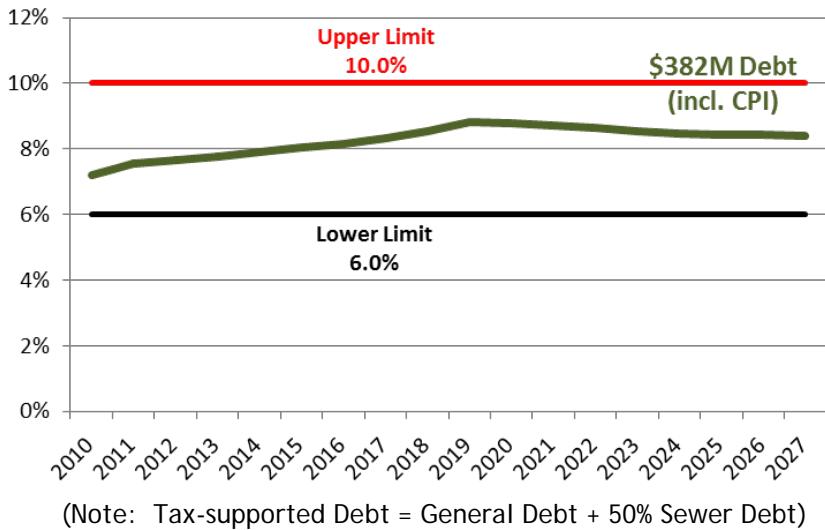
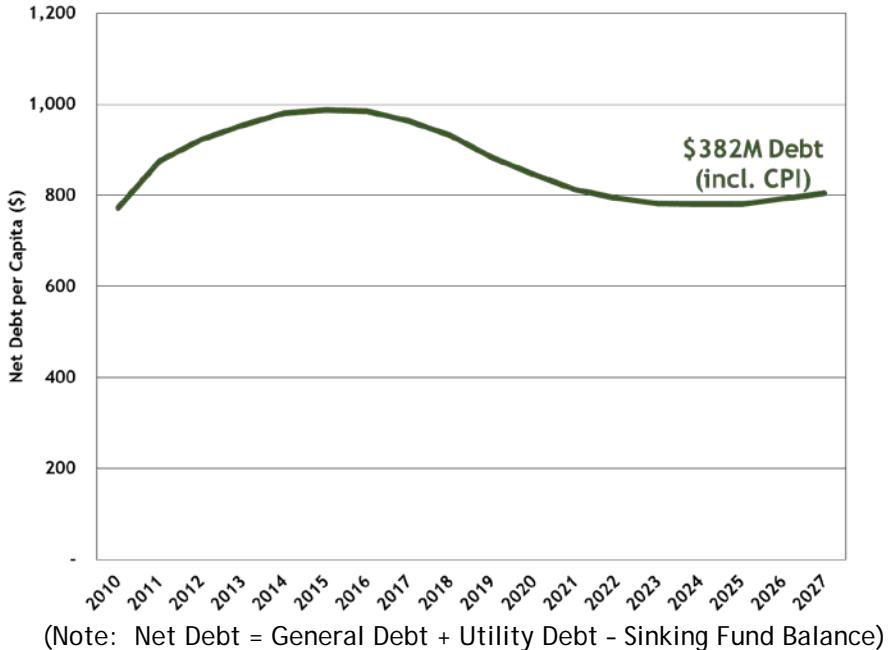
Looking ahead, the growth in public amenities and infrastructure will put increasing pressure on the City's budget. Understanding the long-term impacts on our tax and fee payers arising from our capital investment decisions, including debt servicing, ongoing operating costs and asset lifecycle costs, is a key consideration in developing the 2015-2018 Capital Plan.

***Maintain Assets in an Appropriate State of Repair*** - Maintaining core infrastructure and amenities in an appropriate state of repair is critical to the City's long-term financial health and resilience, and helps ensure asset management obligations are not deferred and infrastructure deficits do not accumulate to unacceptable levels. The City's target is to ensure at least 2/3 of City assets are in good or fair condition.

***Optimize Capital Investments*** - Before adding new facilities, the City will consider repurposing and right-sizing existing facilities, and continue to advance on colocation and functional integration of services to enhance operational efficiency. All new facilities will be designed with flexible, adaptable and expandable spaces to accommodate changing demographics and future growth.

## **Financial Health Indicators**

For long-term financial planning purposes, the City tracks a number of metrics to provide an indication of its financial health and long-term borrowing capacity, which inform the capital planning process. Below are two key financial health metrics and trends over the next decade: Tax-supported Debt Servicing as a % of Operating Expenditures (Figure 1) and Net Debt per Capita (Figure 2).

**Figure 1: Tax-supported Debt Servicing as % of Operating Expenditures****Figure 2: Net Debt per Capita**

(Note: Net Debt = General Debt + Utility Debt - Sinking Fund Balance)

Net debt per capita was \$773 in 2010 and has increased to \$954 in 2013, and is anticipated to increase to \$987 by 2015 reflecting the increased debt borrowing over the two Capital Plans (2006-2008, 2009-2011) leading up to the 2010 Winter Olympics. With the proposed debt level in the 2015-2018 Capital Plan, it is expected that net debt per capita will gradually come down to \$779 in 2024 as the water utility transitions to pay as you go, before increasing thereafter with inflationary increase in future capital plans.

In developing the Capital Plan, a key constraining factor is the impact on the operating budget and property tax increase arising from debt servicing and future operating costs and asset lifecycle costs. Our goal is to stabilize the debt level over the long term and minimize the year-over-year increase in debt servicing so that our capital program does not drive

significant operating budget increase, thereby maintaining our property tax and user fees at affordable level.

## **STRATEGIC ANALYSIS**

The City strives to balance between managing our capital assets in an appropriate state of repair, and optimizing our network of public amenities to address growth and support the economy.

The health of our infrastructure and public amenities directly contributes to the success of our economy. The growing need for rapid transit, affordable housing and childcare represents significant capital investments, while the costs of infrastructure renewal are growing. As the owner of an expansive portfolio of capital assets, the City is in the process of completing citywide asset condition assessments to inform our long-term asset management strategies and ensure that major infrastructure such as bridges, roads, water and sewer pipes are functioning and resilient; and that City facilities are well maintained to deliver the necessary services to residents and businesses. As asset lifecycle costs continue to grow, the City's ability to maintain the state of its assets will be more challenging in the years to come.

Besides asset renewal, the City continues to proactively prepare for the threats posed by climate change and natural disasters, especially earthquakes. The flooding and severe storms witnessed in recent years in Canada and other parts of the world demonstrates the importance for the City to be as prepared as possible to respond to such events as they happen and to quickly resume business across the city. Learning from these events helps inform our infrastructure investments and our focus on preparedness.

Since 2011, the Corporate Management Team (CMT) provides regular oversight on citywide capital investments to ensure strategic alignment with key Council policies (e.g. Greenest City Action Strategy, Housing & Homelessness Strategy, Transportation 2040, Economic Action Strategy, Climate Change Adaptation Plan, and Healthy City Strategy) and regional policies (e.g. sewer separation, waste diversion). Strategic review of all capital expenditures following approval by Council includes the following direction to staff across the organization:

- Rationalize the cross-agency amenity network to enhance collaboration and synergies
- Consider repurposing, right-sizing, re-/co-location, and decommissioning of assets as part of the renewal strategy
- Build flexible, adaptable and expandable spaces to accommodate changing demographics and future growth
- Phase in large-scale capital projects to ease the financial impact
- Where appropriate bundle projects to maximize efficiencies and economies of scale

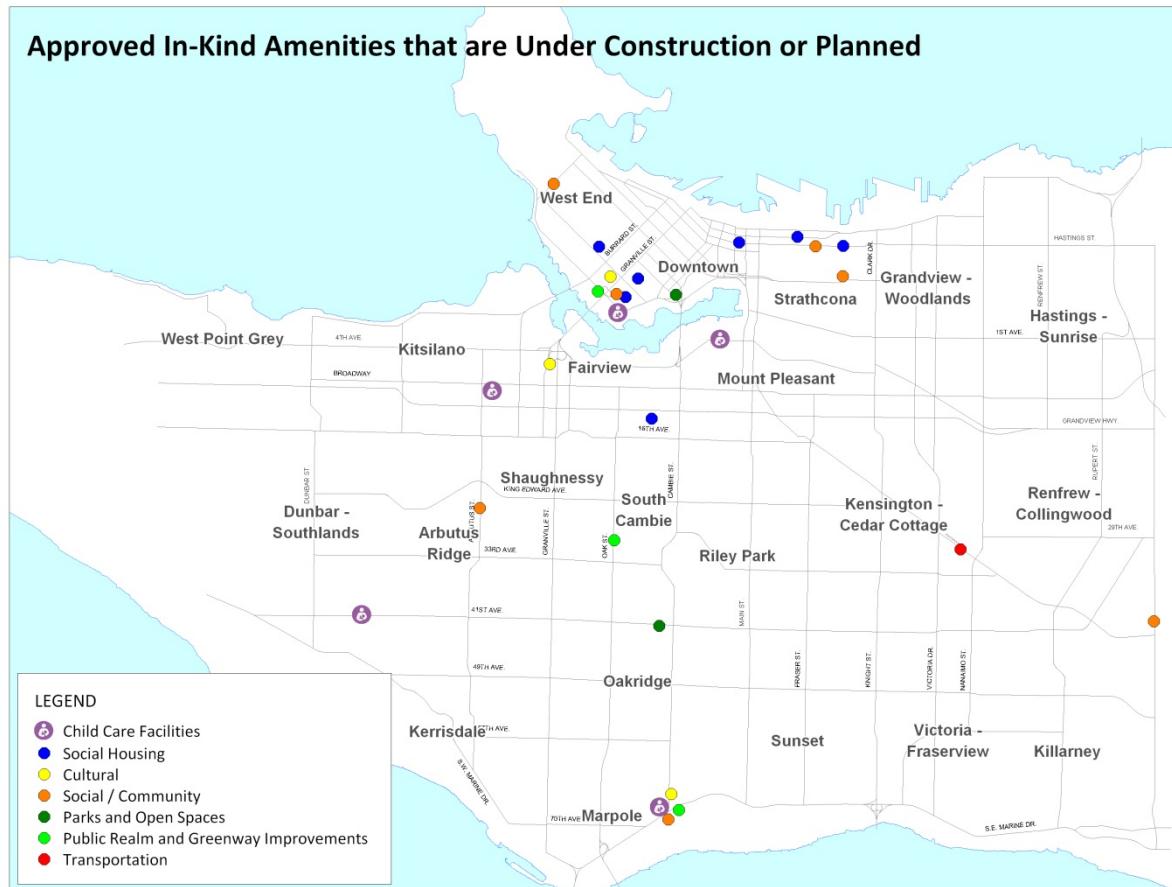
The following sections outline the capital investment priorities for the next four years totaling \$1.085 billion and the associated funding strategy.

The \$1.393 billion of strategic capital investment priorities outlined in the 2015-2018 Capital Plan, including both direct investments (\$1.085 billion) and in-kind CACs (\$308 million) secured as part of rezonings, will enable Council to achieve important public policy objectives while ensuring economic, environmental and social sustainability over the long term. In addition, approximately \$242 million of the 2012-2014 Capital Plan are multi-year projects to

be delivered in the 2015/16 timeframe, bringing the total capital investments for the next four years to \$1.635 billion.

Figure 3 below shows the amenities secured as part of rezonings that would be delivered in the next few years.

**Figure 3: In-kind CACs Secured as part of Rezonings to be delivered in the Next Few Years**



## I. CAPITAL INVESTMENT PRIORITIES: PUBLIC ENGAGEMENT

### Phase 1 - Long-term Capital Investment Priorities

In May 2014, the City organized a round of public engagement to discuss and receive citizen input on long-term capital planning choices and priorities prior to the development of the draft Capital Plan. This is a new step in the capital planning process and involved both face-to-face meetings (three in total) and an online survey. The theme was "Building the City of Today and Tomorrow", with the City of Today focused on 'infrastructure renewal' and the City of Tomorrow on 'new and expanded infrastructure'. While attendance at the public events was light (about 30 participants), close to 1000 individuals filled in the online survey.

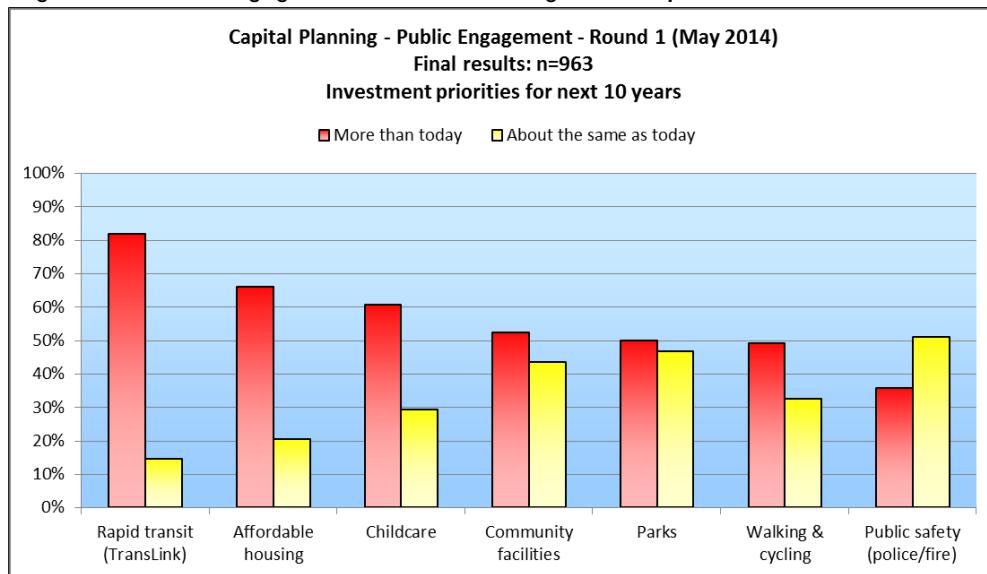
The first two sets of questions related to existing facilities and infrastructure:

- *"Thinking about the larger community, how would you rate the importance of the following facilities/infrastructure?"*  
Of the 19 choices available, the top five were: water pipes, sewer pipes, sidewalks, seawall and trails, and natural areas.
- *"Thinking about their current physical condition and function, what is your overall assessment of the facilities/infrastructure that you know?"*  
Of the 19 choices available, the top 5 rated poor or fair condition were: local roads, bus stops and shelters, cultural facilities, pools and rinks, and major roads.

The third set of questions related to new and expanded amenities (see Figure 4 below):

- *"Thinking about Vancouver's needs in 10 years, would you invest more, less or about the same when compared to today?"*  
Of the 7 choices available, the top three were: rapid transit, affordable housing and childcare.

Figure 4: Public Engagement Phase 1 - Long-term Capital Investment Priorities



## Phase 2 - 2015-2018 Capital Plan Investment Priorities & Funding Strategy

Since the draft 2015-2018 Capital Plan was presented to Council on July 7, 2014, a second phase of public engagement was launched in August to seek public input on the draft Capital Plan. Summary information is provided below. Refer to Appendix D for details.

- Staff leveraged social media channels and Talk Vancouver membership to drive public awareness. The strategy was to direct the public to go online to learn about the draft Capital Plan and to provide feedback. Ads were also posted in community newspapers - Georgia Straight (August 21) and Vancouver Courier (August 22) - and on the City's website.

- A stakeholder meeting was held at City Hall (July 24) with a small group of 6 representatives from various City advisory committees and local community groups. This group provided valuable input that shaped the presentation of clear and accessible information on the draft Capital Plan for the public consultation being held in August.
- The Capital Plan web page was launched on [vancouver.ca/capitalplan](http://vancouver.ca/capitalplan) on August 14 and contained clear, organized and accessible information on the draft 2015-2018 Capital Plan as well as an invitation to provide feedback online or in person. 980 visitors/users visited this page at least once between mid-August and mid-September.
- A survey was conducted of a random representative sample of Vancouver residents (526) and business owners (269) between August 15 and September 3 in English and Chinese. Individuals were randomly recruited by telephone and invited to complete the survey online. Survey respondents were given the opportunity to share what they think of the draft Capital Plan, and whether they would add or remove anything, or vary the distribution of funding across program areas. Results include:
  - About 23% of resident and business respondents supported the proposed investment allocation in key program areas. About 40% were unsure, a result which matched the level of familiarity respondents felt they had with the capital plan itself. About 37% felt the balance was not quite right and of those, the majority wanted to see an increase in childcare and community facility investments.
  - 71-74% agreed that the draft Capital Plan has the right balance of investment between renewal and new assets.
  - About 53% were supportive of the City's funding strategy for the Capital Plan in relation to funding sources and payment methods.
- The same survey questions were also available as an open public link on [vancouver.ca/capitalplan](http://vancouver.ca/capitalplan) between August 15 and September 14. A total of 1087 surveys were completed. Results were similar to responses from the random sample and include:
  - About 28% of respondents supported the proposed investment allocation in key program areas. About 31% were unsure, a result which matched the level of familiarity respondents felt they had with the capital plan itself. About 41% felt the balance was not quite right and of those, the majority wanted to see an increase in childcare and community facility investments.
  - 74% agreed that the draft Capital Plan has the right balance of investment between renewal and new assets.
  - About 53% were supportive of the City's funding strategy for the Capital Plan in relation to funding sources and payment methods.
- Two public open houses were held - one at Hillcrest Community Centre (August 28) and another one at Vancouver Public Library (September 3) - for members of the public to learn about the draft 2015-2018 Capital Plan and to provide feedback. The two locations were chosen for their high potential of walk-by traffic. Respectively, between 50 and 100 participants viewed the information boards on display at each location. A paper version of the online survey was provided at the events. A total of 40 surveys were completed

and returned on-site or at City Hall and these were entered into the online platform for inclusion into total responses. Most in-person participants supported the proposed investment priorities as outlined in the draft Capital Plan.

- Finance staff were available to respond to questions from community groups and the general public by email at [capitalplan@vancouver.ca](mailto:capitalplan@vancouver.ca). By request, staff were also available to meet with community groups who were interested in a capital plan presentation at their pre-scheduled meetings.

The results of the public engagement can be summarized into the following key themes:

- prioritize investments in childcare, affordable housing and rapid transit;
- prioritize investments in recreation and community facilities over civic facilities and emerging priorities; and
- prioritize investments in asset renewal over new infrastructure and facilities.

In addition, staff also received a petition over the last week involving 600+ individuals who highlighted the need for a 200-seat venue for youth music performance.

Refer to Appendix D for a summary of the public engagement.

In response to the feedback, the following clarifications and adjustments have been incorporated in the final 2015-2018 Capital Plan:

- make securing childcare and housing in-kind CACs a top priority to augment the City's direct investments in achieving the targets;
- reallocate capital maintenance and renovation funding from Civic Facilities to Childcare, Parks and Recreation, Community Facilities, and Public Safety to better reflect the City's investments in facility renewal by program areas;
- increase the infrastructure renewal funding for Transportation by \$4 million; and
- earmark Emerging Priorities funding to advance the renewal and expansion of Marpole-Oakridge Community Centre and Marpole library, subject to final decisions on project scope and location.

Furthermore, as part of the City's ongoing debt management strategy, staff has reduced the amount of debt financing from \$400 million in the draft Capital Plan to \$382 million in the final Capital Plan. With this reduction, borrowing will be flat at the 2012-2014 Capital Plan level (\$95 million a year), representing a substantial decrease from the 2009-2011 Capital Plan (\$120 million a year).

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## II. 2015-2018 CAPITAL PLAN - PROGRAM AREA PERSPECTIVE

### A. Affordable Housing

Affordable housing offers a range of choice to low and middle income residents, including shelters to address street homelessness, social and supportive housing, and purpose-built rental apartments and suites. The goal is to provide more affordable housing choices for residents across communities. All levels of government (Federal, Provincial, Metro Vancouver

and the City of Vancouver) are involved, along with non-profit agencies and the private sector.

Total strategic capital investments in affordable housing for the next four years is estimated at \$362 million, including \$125 million of new investments contemplated in the 2015-2018 Capital Plan, \$170 million of rezoning-related in-kind amenities to be delivered in the next few years, and \$67 million of multi-year projects from the 2012-2014 Capital Plan to be delivered in the 2015/16 time frame. Refer to Appendix A for details on in-progress projects.

### Asset Renewal

There are currently more than 25,000 non-market rental housing units across Vancouver in nearly 500 buildings, as well as 184 market rental units in 33 City-owned buildings. The following table summarizes the work completed in the last 10 years with regards to renewal and addition.

| What we have   | What we renewed between 2005-2014  | What we added between 2005-2014  | % in poor condition         |
|--|--|--|-----------------------------|
| <ul style="list-style-type: none"> <li>• 22 City-owned buildings (1,361 units)</li> <li>• 191 non-City-owned buildings on City-owned land (9,397 units)</li> <li>• 283 non-City-owned buildings on non-City-owned land (14,581 units)</li> </ul> | <ul style="list-style-type: none"> <li>• Old Continental Hotel on Granville St replaced by Kingsway Continental</li> </ul> | <ul style="list-style-type: none"> <li>• 4,200 additional units completed by City with partners</li> </ul> | 30% of City-owned buildings |

Renewal of three non-market housing projects (251 units) in Downtown Eastside - **Roddan Lodge** (Alexander & Dunlevy), **Central Residence** (Cordova near Carrall) and **Alexander Residence** (Alexander near Carrall) - is estimated at \$32 million (~\$128,000 per unit). The units will be rebuilt and upgraded as self-contained units with kitchens and washrooms to enhance their livability. As part of the renewal, staff will explore opportunities to provide additional housing units onsite to ensure the projects are financially sustainable. **\$37 million** is included in the 2015-2018 Capital Plan for the renewal of the three projects as well as ongoing capital maintenance and renovation of various City-owned non-market housing projects.

As part of the Downtown Eastside Local Area Plan approved in March 2014, Council endorsed the creation of a capital grant program to assist with the **upgrading of existing Single Room Occupancy (SROs) hotels** owned and/or managed by non-profit agencies. SROs play an important role in social housing among the lowest income residents in Vancouver. The program will help improve the safety, livability and health conditions of SROs. The target is to upgrade 1,500 SROs over the next 10 years. The 2015-2018 Capital Plan includes **\$2 million** to assist in upgrading 400 SROs (up to \$5,000 per SRO). In addition to the grant program, SRO replacements will also be achieved through securing new housing units.

\$1 million has also been earmarked for ongoing capital maintenance of various City-owned market rental housing projects.

## New, Upgrade & Expansion

A top priority for the City has been and continues to be the creation of additional affordable housing. About 1,050 new non-market housing units have been or will be completed in the 2012-2014 period, with an additional 1,900 units currently approved and funded to be completed over the next few years.

The following target is proposed for the 2015-2018 Capital Plan, based on the 10-year targets set in the City's Housing and Homelessness Strategy: **2,550 new non-market (social and supportive) housing units** over four years, or approximately 640 units per year. The total investment required to deliver 2,550 units is approximately **\$560 million** (~\$220,000 per unit) with the following assumptions:

- 30% of units (765 units) will be City-owned buildings on City-owned land: the City will add about 100 units as part of the renewal program (Roddan Lodge, Central Residence and Alexander Residence), and the remaining **665 units** will be delivered through voluntary **in-kind CACs**, mainly in the West End and the Downtown Eastside
- 45% of units (1,150 units) will be non-City-owned buildings on City-owned land: the City will provide land (through long-term leases at below market rates) for these projects; it is anticipated that community partners will help fund the projects through equity contributions and prepaid lease payments to the City
- 25% of units (635 units) will be non-City-owned buildings on non-City-owned land: the City will provide capital grants toward these projects

Based on these assumptions, the **City's contribution** will be **\$85 million** (~\$33,000 per unit) plus in-kind CACs. It is anticipated that partnership contributions and prepaid leases (supported by rental income) totalling over \$200 million will supplement the City's contribution.

Consistent with City policies, all social housing projects are expected to be self-sustaining and will not require operating subsidies, property tax exemptions, and/or financial guarantees from the City. The rental mix of individual projects would be established to ensure that rental income would be adequate to cover operating and capital maintenance costs over the life of the building. To achieve deeper affordability, the City would rely on partnership funding such as Provincial rent supplements, BC Housing, and/or non-profit partner equity contributions.

The City's Rental 100 Program as well as zoning policies relating to laneway housing and secondary suites are expected to continue to significantly increase the supply of affordable market rental units.

In the 2012-14 Capital Plan, the City approved housing above the Downtown Eastside-Strathcona Library (21 units) and the new Firehall at Kerr and 54<sup>th</sup> (31 Units), and the Land Trust partnership model (358 units). The City will continue to explore innovative solutions for achieving additional affordable housing across Vancouver.

## 2015-2018 Capital Plan - Housing: \$125 million + In-kind CACs (leveraging over \$200 million of partner funding)

| Asset Renewal: \$40 million   | New, Upgrade & Expansion: \$85 million + In-kind CACs   |
|---|---|
| <ul style="list-style-type: none"> <li>Renew 3 City-owned buildings in Downtown Eastside (251 units):           <ul style="list-style-type: none"> <li>Roddan Lodge</li> <li>Central Residence</li> <li>Alexander Residence</li> </ul> </li> <li>Ongoing capital maintenance and renovations of various City-owned non-market and market housing projects</li> <li>Provide capital grants to upgrade SRO hotels owned by non-profit agencies (target: 400 rooms)</li> </ul> | <ul style="list-style-type: none"> <li>Add 2,550 units:           <ul style="list-style-type: none"> <li>30% of City-owned projects (incl. in-kind CAC projects proposed in various community plans)</li> <li>45% of non-City owned projects on City land</li> <li>25% of partner projects</li> </ul> </li> </ul> <p>Total investment: \$560M (City cash contribution: \$85M)</p> |

## B. Childcare

Childcare includes services for children 0-4 years old (all-day childcare and part-time preschool programs) and children 5-12 years old (before and after school programs). The City, School Board, non-profit agencies and the private sector are involved in the delivery of childcare services.

Total strategic capital investments in childcare for the next four years is estimated at \$49 million, including \$30 million of new investments contemplated in the 2015-2018 Capital Plan, \$9 million of rezoning-related in-kind amenities to be delivered in the next few years, and \$10 million of multi-year projects from the 2012-2014 Capital Plan to be delivered in the 2015/16 time frame. Refer to Appendix A for details on in-progress projects.

### Asset Renewal

There are currently over 13,000 licensed childcare spaces available in Vancouver. The following table summarizes the work completed in the last 10 years with regards to renewal and addition.

| Area                                     | What we have  | What we renewed between 2005-2014  | What we added between 2005-2014  | % in poor condition        |
|--|---|--|--|----------------------------|
| Daycare & preschool (0-4 yr old)         | <ul style="list-style-type: none"> <li>1,715 spaces in 49 City-owned buildings</li> <li>880 spaces in 27 non-City-owned buildings on City land</li> <li>5,500 spaces provided by VSB, non-profit agencies, and private sector</li> </ul> <p>Total: 8,100 spaces</p> | <ul style="list-style-type: none"> <li>365 spaces in buildings on City land</li> </ul> | <ul style="list-style-type: none"> <li>2,200 licensed spaces created by the City, VSB and other providers</li> </ul> | 5% of City-owned buildings |
| Before & after school care (5-12 yr old) | <ul style="list-style-type: none"> <li>535 spaces in 12 City-owned buildings</li> <li>195 spaces in 4 non-City-owned buildings on City land</li> <li>4,260 spaces provided by VSB, non-profit agencies, and private sector</li> </ul> <p>Total: 4,990 spaces</p>    | <ul style="list-style-type: none"> <li>98 spaces in City-owned buildings</li> </ul>    | <ul style="list-style-type: none"> <li>1,200 licensed spaces created by the City, VSB and other providers</li> </ul> | Not available              |

Most preschool spaces in City-owned buildings are located in community centres and date from the 1950s and 1960s. These spaces are gradually being renewed as the community centres are renewed. About a dozen daycares (mostly portables) were built between 1970 and the early 1990s and most of these facilities have been or are in the process of being renewed. Only three remain to be renewed. As a result, only about 5% of the City-owned childcare portfolio is currently assessed as being in poor condition.

Two renewal projects that were funded as part of the 2012-2014 Capital Plan have started and will be completed in 2015 or 2016, leading to the renewal of 45 spaces<sup>2</sup>.

Staff are currently reviewing and prioritizing potential candidate projects for renewal and \$5 million is included in the 2015-2018 Capital Plan to support one or two of these candidate projects (e.g. childcare at Britannia) as well as ongoing capital maintenance and renovation of various City-owned childcare facilities.

### New, Upgrade & Expansion

A priority for the City has been and continues to be the creation of additional childcare spaces. A total of 299 new spaces for children 0-4 years old have been or will be completed in the 2012-2014 period, of which 217 spaces are in City-owned buildings<sup>3</sup> and 82 spaces in non-City-owned buildings (supported with City capital grants)<sup>4</sup>. In addition, 3 City-owned daycare projects have started or been approved and will be completed during the course of the next capital plan, creating 98 additional spaces for children 0-4 years old<sup>5</sup>. There are additional spaces that have been committed but not completed in the 2012-2014 period.

The following childcare targets are proposed for the 2015-2018 Capital Plan: 500 new spaces for children aged 0-4 years old and 500 new spaces for children aged 5-12 years old. \$20 million is earmarked to support the creation of 400 daycare/preschool spaces (~\$50,000 per space), with the remaining 100 spaces to be provided through voluntary in-kind CACs. In addition, \$5 million is earmarked to support the creation of 500 before and after school spaces (~\$10,000 per space).

The City will collaborate with Park Board, Vancouver School Board (VSB) and community partners to deliver these childcare spaces, including exploring with the VSB the option of providing new or additional childcare when existing elementary schools are renewed and new elementary school are built.

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<sup>2</sup> 25 spaces at the Kitsilano Montessori Daycare (Arbutus & 8<sup>th</sup>, to be relocated to Maple & 10<sup>th</sup>) and 20 spaces at Kensington Community Centre (Dumfries & 37<sup>th</sup>)

<sup>3</sup> 69 spaces in Southeast False Creek (Manitoba & 2<sup>nd</sup>) and 37 spaces at each of the following locations: Woodward's (Hastings & Abbott), The Mark (Seymour & Pacific), The Junction (Main & National) and Terry Taylor (Nanaimo & Kingway)

<sup>4</sup> 25 spaces at each of the following locations: Japanese Hall (Alexander & Jackson), Kitsilano Neighbourhood House (Vine & 7<sup>th</sup>) and Lavina White Childcare Centre (Dundas & Wall), and 7 additional spaces at Harborview Daycare (Penticton & Yale)

<sup>5</sup> 49 additional spaces at Kensington Community Centre (Dumfries & 37<sup>th</sup>), 37 spaces at a new daycare at Marine & Cambie, and 12 additional spaces when the Kitsilano Montessori Daycare is rebuilt at Maple & 10<sup>th</sup>

### 2015-2018 Capital Plan - Childcare: \$30 million + In-kind CACs

| Area  | Asset Renewal: \$5 million  | New, Upgrade & Expansion:<br>\$25 million + In-kind CACs   |
|---|---|--|
| Daycare & preschool<br>(0-4 yr old)         | <ul style="list-style-type: none"> <li>Renewal of 1-2 City-owned childcare facilities for children 0-12 yr old</li> <li>Ongoing facility maintenance and renovations</li> <li>Capital grants</li> </ul> | <ul style="list-style-type: none"> <li>Add 400 spaces for children aged 0-4 yr old</li> <li>City contribution: \$50,000 per space</li> <li>100 spaces anticipated to be delivered as voluntary in-kind CACs (in addition to City contribution of \$25M)</li> </ul> |
| Before & after school care<br>(5-12 yr old) | <ul style="list-style-type: none"> <li>Renewal of 1-2 City-owned childcare facilities for children 0-12 yr old</li> <li>Ongoing facility maintenance and renovations</li> <li>Capital grants</li> </ul> | <ul style="list-style-type: none"> <li>Add 500 spaces for children aged 5-12 yr old</li> <li>City contribution: \$10,000 per space in partnership with VSB and other community partners</li> </ul>   |

### C. Parks, Open Spaces & Recreation

Vancouver's network of parks and open spaces includes over 300 sites distributed across the city, accounting for 1,360 hectares (13.6 km<sup>2</sup>) or about 10% of all land within municipal boundaries. These open spaces vary in size (from small urban plazas and mini-parks to major parks like Stanley Park) and function (e.g. natural areas, sports and recreation, leisure activities and public gatherings).

Recreation facilities include community centres, swimming pools and ice rinks, while entertainment-exhibition includes Nat Bailey Stadium at Hillcrest Park and many of the facilities by the Pacific National Exhibition (PNE) at Hastings Park.

The vast majority of parks and recreation facilities are managed by the Board of Parks and Recreation.

Total strategic capital investments in parks, open spaces and recreation for the next four years is estimated at \$254 million, including \$155 million of new investments contemplated in the 2015-2018 Capital Plan, \$75 million of rezoning-related in-kind amenities to be delivered in the next few years, and \$24 million of multi-year projects from the 2012-2014 Capital Plan to be delivered in the 2015/16 time frame. Refer to Appendix A for details on in-progress projects.

#### Asset Renewal

The parks and open space system includes a wide array of features and infrastructure. As well, there are 69 recreation and entertainment-exhibition facilities across the City. The following table summarizes the work completed in the last 10 years with regards to renewal and addition.

| Area                | What we have  | What we renewed between 2005-2014  | What we added between 2005-2014                                       | % in poor condition |
|---------------------|---|--|---|---------------------|
| Parks & open spaces | <ul style="list-style-type: none"> <li>1,360 hectares of parks &amp; open spaces</li> </ul> | <ul style="list-style-type: none"> <li>Stanley Park forest (after 2006 windstorm)</li> </ul> | <ul style="list-style-type: none"> <li>10 hectares of park</li> </ul> | 25%                 |

| Area                                  | What we have   | What we renewed between 2005-2014   | What we added between 2005-2014  | % in poor condition |
|---------------------------------------|--|---|--|---------------------|
|                                       | <ul style="list-style-type: none"> <li>• 440,000 trees</li> <li>• 32 km of seawall</li> <li>• 300 sport fields</li> <li>• 240 sport courts</li> <li>• 130 playgrounds</li> <li>• 30 dog off-leash areas</li> <li>• 6 golf courses</li> <li>• 1 cemetery</li> <li>• 153 buildings</li> <li>• 320 art installations</li> </ul> | <ul style="list-style-type: none"> <li>• Portions of Stanley Park and English Bay seawall</li> <li>• Queen Elizabeth Park plaza</li> <li>• VanDusen Botanical Garden visitor centre</li> <li>• Mountain View Cemetery buildings</li> <li>• 10-15 sport fields</li> <li>• 65-70 sport courts</li> <li>• 25-30 playgrounds</li> <li>• 50 art installations</li> </ul> | <ul style="list-style-type: none"> <li>• 12 community gardens</li> <li>• 8 synthetic turf sport fields</li> <li>• 3 basketball courts</li> <li>• 2 skateboard parks</li> <li>• 60 art installations</li> </ul> |                     |
| Recreation facilities                 | <ul style="list-style-type: none"> <li>• 55 recreation facilities:           <ul style="list-style-type: none"> <li>• community centres</li> <li>• swimming pools</li> <li>• ice rinks</li> <li>• recreation clubs</li> </ul> </li> </ul>  | <ul style="list-style-type: none"> <li>• 4 community centres: Hillcrest, Mount Pleasant, Sunset, Trout Lake</li> <li>• 3 swimming pools: Hillcrest, Killarney, Renfrew</li> <li>• 3 ice rinks: Hillcrest, Killarney, Trout Lake</li> <li>• 1 recreation club (curling)</li> </ul>   | <ul style="list-style-type: none"> <li>• Creekside Community Centre</li> <li>• 1 recreation club: Hillcrest Park (gymnastics, indoor lawn bowling)</li> </ul>  | 20%                 |
| Entertainment & exhibition facilities | <ul style="list-style-type: none"> <li>• PNE buildings</li> <li>• Playland amusement park</li> <li>• Nat Bailey Stadium</li> </ul>   | <ul style="list-style-type: none"> <li>• Pacific Coliseum upgraded</li> <li>• 1st phase of PNE Livestock Building renewed</li> <li>• Nat Bailey Stadium renovated and upgraded</li> </ul>   |  |                     |

About 25% of the parks and open space portfolio is currently assessed as being in poor condition. While several of the exhibition buildings date from the pre-World War II period, the bulk of the recreation facilities were built between 1945 and 1980. The City started renewing the portfolio in the 1990s and will continue to do so for the next 20-30 years. Significant progress has been made in the last 20 years with regard to recreation facilities (11 facilities have been renewed and three new community centres have been built - Hillcrest, Mt Pleasant and Creekside).

The following projects funded as part of the 2012-2014 Capital Plan have been completed or anticipated to be completed by year's end in the area of Parks and Recreation:

- Children's playground replacements: Carleton, Charleson, Creekside, John Hendry, Pandora and Prince Edward Parks
- Kitsilano Park tennis courts: renewal
- Hastings Community Park Little League field renovation
- Jericho Park: beach restoration and structural repairs to wooden pier
- Livestock Building at Hastings Park: first phase of renewal
- Bloedel Conservatory at Queen Elizabeth Park: roof replacement

In addition, the following projects funded as part of the 2012-2014 Capital Plan have been approved and will be completed in 2015 or 2016:

- Children's playground replacements: False Creek Community Centre, McBride and Hastings Mill Parks
- Empire Fields restoration and Plateau Sports Park and greenways at Hastings Park
- Hillcrest and Riley Parks restoration projects
- Sport field and fieldhouse improvement program
- Kensington Community Centre & Childcare: replacement of 'community hall'

The Marpole-Oakridge Community Centre has been targeted for renewal and expansion as part of the Marpole Community Plan and broad-based community discussion is required regarding the ultimate location of the community centre and opportunity for co-location with other community facilities that are contemplated in the Plan. Public consultation will proceed as soon as practical, which will inform the next phase of facility planning and design, followed by implementation commencing in the 2015-2018 Capital Plan through to the following Capital Plan. Funding has been earmarked in the Emerging Priorities for this work, with the final amount subject to decisions on project scope and location, and completion of the facility planning and design.

**Britannia Community Centre** and related recreational facilities have been identified as in need of renewal and a key priority for the next plan - several key components at the multi-use facility need to be renewed over the next decade. A master plan was completed in 2011 to guide the renewal process. Situated in the heart of Grandview-Woodland, a thriving medium-density neighbourhood, Britannia is a community facility that is already co-located with a community centre, childcare, family place, library, swimming pool, ice rink, elementary school and secondary school. Renewal of Britannia will improve service delivery in the City's northeast quadrant, as several of its facilities provide services to the Downtown Eastside and Strathcona to the west and Hastings-Sunrise to the east.

Due to the scale and complexity of the project, it is anticipated that the renewal work will span two to three capital plans. **The initial phase will focus on the portion of the site which contains the swimming pool, fitness centre, the Gym C building and the information centre.** The first step will be to prepare conceptual options in consultation with Grandview-Woodland residents and businesses, service providers at Britannia and VSB. This consultation will be integrated into the broader community planning process underway in Grandview-Woodland. The first phase of work is expected to commence in the 2015-2018 Capital Plan, following a thorough consultation process, and be completed during the first half of the 2019-2022 Capital Plan. Investments in this phase of work is estimated to be \$75 to \$100 million over two capital plans, of which **\$25 million** is included in the 2015-2018 Capital Plan.

The City will continue with the renewal of **Hastings Park/PNE**, based on the master plan adopted in 2011 and **\$10 million** is included in the 2015-2018 Capital Plan: areas to be considered for investment include the first phase of renewal of the Playland amusement park, the second phase of renewal of the Livestock Building, the creation of a central outdoor plaza, the extension of the stream, and the upgrading of the outdoor amphitheatre

Continued investment in **sport fields, sport courts, fieldhouses** and other related infrastructure is recommended to support our healthy city goals and the growing activity across the city in field and court sports; in addition, renewal of **playgrounds** will remain an emphasis as well as **seawall, public art** and other general **park buildings and infrastructure** investments. The 2015-2018 Capital Plan includes **\$24 million** for these investments.

**\$29 million has also been earmarked for ongoing capital maintenance and renovation of various recreation, entertainment and exhibition facilities.**

### New, Upgrade & Expansion

In order to provide healthy and liveable communities, the City provides new parks, park features and recreation facilities as Vancouver's population grows.

The following projects funded as part of the 2012-2014 Capital Plan have been completed or anticipated to be completed by year's end:

- Planting 27,000 trees on public and private lands
- 15 new or expanded community gardens
- New parks: Creekway Park (located between Hastings and New Brighton Park), Main & 18<sup>th</sup> and first park in East Fraser Land
- Public art: 22 new installations

The following projects have started or been approved and will be completed during the course of the next capital plan:

- New parks: first phase of Burrard Slopes Park (Fir & 6<sup>th</sup>), second phase of 'Trillium' Park (Malkin & Thornton), and park at Yukon & 17<sup>th</sup>
- New skateboard facility in Mount Pleasant
- Paddling centre in East False Creek
- Seniors centre at Killarney Community Centre

The 2015-2018 Capital Plan includes \$72 million for the following new investments:

- Planting 40,000 to 50,000 trees in naturalized areas, along streets and on private lands
- About 10 new or expanded community gardens
- New or enhancements to natural features, e.g. enhancements to Beaver Creek in Stanley Park
- New parks: Downtown South park at Smith & Richards, Fraser River park and trail in Marpole, and Fraser River park and trail in East Fraser Lands
- New sport facilities, including track and field facility, new synthetic turf playfield and a competition running track
- Public art: 10 to 20 new installations

### 2015-2018 Capital Plan - Parks, Open Space & Recreation: \$155 million + In-kind CACs

| Area                | Asset Renewal: \$83 million   | New, Upgrade & Expansion:<br>\$72 million + In-kind CACs   |
|---------------------|---|--|
| Parks & open spaces | <ul style="list-style-type: none"> <li>• Ongoing renewal of parks and open space features: \$18M <ul style="list-style-type: none"> <li>• park infrastructure</li> <li>• playgrounds, sport fields, fieldhouses, sport courts</li> <li>• seawall</li> <li>• public art</li> </ul> </li> <li>• Ongoing facility maintenance and renovations: \$6M</li> </ul> | <ul style="list-style-type: none"> <li>• Add new parks: <ul style="list-style-type: none"> <li>• Smith &amp; Richards St in Downtown South</li> <li>• along Fraser River in Marpole (park &amp; trail )</li> <li>• East Fraser Lands</li> </ul> </li> <li>• Add or enhance natural features in parks and open spaces (e.g. Beaver Creek in Stanley Park)</li> <li>• Add new sport facilities <ul style="list-style-type: none"> <li>• track &amp; field, synthetic turf playfield, running tracks</li> </ul> </li> </ul> |

| Area                                  | Asset Renewal: \$83 million  | New, Upgrade & Expansion:<br>\$72 million + In-kind CACs  |
|---------------------------------------|--|---|
| Recreation facilities                 | <ul style="list-style-type: none"> <li>• Britannia Community Centre Phase 1 renewal: \$25M</li> <li>• Marpole-Oakridge Community Centre renewal – public consultation on location and co-location opportunities with other community facilities; funding from emerging priorities pending decisions on final project scope and location</li> <li>• Ongoing facility maintenance and renovation: \$20M</li> </ul> | <ul style="list-style-type: none"> <li>• Plant 40,000-50,000 trees</li> <li>• Add or expand ~10 community gardens</li> <li>• Install 10-20 new public art pieces</li> </ul> |
| Entertainment & exhibition facilities | <ul style="list-style-type: none"> <li>• Next phase of Hastings Park/PNE renewal: \$10M</li> <li>• Ongoing facility maintenance and renovations: \$4M</li> </ul>   |   |

#### D. Community Facilities: Libraries, Social & Cultural

Libraries, social and cultural facilities offer a wide range of community services and programs to Vancouver's diverse and growing population. Their service mandates range from neighborhood-wide to city-wide.

Total strategic capital investments in community facilities for the next four years is estimated at \$143 million, including \$55 million of new investments contemplated in the 2015-2018 Capital Plan, \$53 million of rezoning-related in-kind amenities to be delivered in the next few years, and \$35 million of multi-year projects from the 2012-2014 Capital Plan to be delivered in the 2015/16 time frame. Refer to Appendix A for details on in-progress projects.

#### Asset Renewal

There are currently about 100 libraries, social and cultural facilities across the City. The following table summarizes the work completed in the last 10 years with regards to renewal and addition.

| Area                 | What we have  | What we renewed between 2005-2014  | What we added between 2005-2014   | % in poor condition |
|----------------------|---|--|---|---------------------|
| Libraries & archives | <ul style="list-style-type: none"> <li>• 21 libraries</li> <li>• 1 archive</li> </ul> | <ul style="list-style-type: none"> <li>• 4 library branches: Kensington, Mount Pleasant, Terry Salman, Downtown Eastside-Strathcona</li> </ul>                           | <ul style="list-style-type: none"> <li>• 4 library branches expanded as part of renewal</li> </ul>  | 15%                 |
| Social facilities    | <ul style="list-style-type: none"> <li>• 25 City-owned facilities</li> </ul>          | <ul style="list-style-type: none"> <li>• Renovations to Downtown South Gathering Place</li> <li>• Rehabilitation work at Carnegie Centre in Downtown Eastside</li> </ul> | <ul style="list-style-type: none"> <li>• Non-profit space at Woodwards</li> <li>• Volunteer Vancouver</li> </ul>  | 35%                 |
| Cultural facilities  | <ul style="list-style-type: none"> <li>• 49 City-owned facilities</li> </ul>          | <ul style="list-style-type: none"> <li>• QE Theatre and Playhouse</li> <li>• The Orpheum</li> <li>• The Cultch</li> <li>• Malkin Bowl</li> </ul>                         | <ul style="list-style-type: none"> <li>• York Theatre</li> <li>• CBC Festival Space</li> <li>• Arts Factory</li> <li>• Artist studios and production</li> </ul> | 10%                 |

| Area              | What we have   | What we renewed between 2005-2014  | What we added between 2005-2014   | % in poor condition |
|-------------------|--|--|---|---------------------|
|                   |  | <ul style="list-style-type: none"> <li>• Roundhouse outdoor plaza</li> </ul> | <ul style="list-style-type: none"> <li>space</li> <li>• ArtStart in schools</li> <li>• Film Centre</li> <li>• VSO Music School</li> </ul> |                     |
| Granting programs | <ul style="list-style-type: none"> <li>• Social grants</li> <li>• Cultural grants</li> <li>• Downtown Eastside capital grants</li> <li>• Heritage façade grants</li> </ul> |  |   |                     |

While some libraries date from the pre-World War II period, the bulk of these community facilities were built between 1945 and 1980. The City started renewing the portfolio in the 1990s and will continue to do so for the next 20-30 years.

Significant progress has been made in the last 20 years with regard to libraries (Central Library and 4 branch libraries have been renewed) and cultural facilities (renewal of the Queen Elizabeth Theatre, the Orpheum and the Vancouver East Cultural Centre). About 15% of the portfolio is currently assessed as being in poor condition.

The following community facility projects funded as part of the 2012-2014 Capital Plan have been completed or anticipated to be completed by year's end:

- Downtown South Gathering Place: renovations and new entry
- Vancouver Archives: capital maintenance
- Maritime Museum: capital maintenance

In addition, the following projects funded as part of the 2012-2014 Capital Plan have started and will be completed in 2015 or 2016:

- Downtown Eastside-Strathcona branch library
- Vancouver Art Gallery: replacement of underground vault membrane
- Mount Pleasant Artist Production Spaces: 4 grants totaling \$4.5 million

The **Evelyne Saller Centre**, a City-operated social facility currently located on Alexander Street in the Downtown Eastside, is proposed to be renewed and co-located with a nearby City-owned social housing project (Roddan Lodge) that will be renewed. The centre has a low-cost cafeteria and offers health, social and leisure services to low-income residents. The 2015-2018 Capital Plan included **\$5 million** for the renewal of the centre.

**\$15 million** has been earmarked for ongoing capital maintenance and renovation of various libraries, social and cultural facilities.

The City also supports a number of socio-cultural objectives through the disbursement of **capital grants**. The 2015-2018 Capital Plan includes up to **\$10 million** for the following granting programs:

- Social capital grants for non-profit social organizations
- Cultural capital grants for non-profit cultural organizations
- Grants supporting the City's mural program
- Downtown Eastside capital program, which funds community development and public realm projects amongst the area's diverse communities
- Heritage façade grants to owners of heritage buildings

### New, Upgrade & Expansion

In order to provide healthy and liveable communities, the City provides new community facilities or expands existing community facilities as Vancouver's population grows.

The following projects have been or will be completed in the 2012-2014 period:

- 4 cultural facilities:
  - York Theatre (Commercial & Georgia)
  - CBC Festival Space (Hamilton & Robson)
  - Arts Factory (Industrial & Station)
  - Artist studios (Fir & 6<sup>th</sup>)

In addition, the following projects have started or been approved and will be completed during the course of the next capital plan:

- 4 social facilities:
  - MOSAIC Adult Learning Centre (Boundary & Vanness)
  - Collingwood Neighbourhood House satellite (Boundary & Vanness)
  - Positive Living and AIDS Vancouver (Seymour & Helmcken)
  - Marpole Family Place (Marine & Cambie)
- 3 cultural facilities:
  - SEFC theatre (1st & Columbia)
  - Artist studios (Marine & Cambie)
  - Artist production space (Howe & Drake)

Three additional community-based projects are included in the 2015-2018 Capital Plan:

- **Expansion of the Central Library onto Levels 8 and 9** - Since its opening 20 years ago, the Central Library has been occupying Levels 1 through 7 while Levels 8 and 9 have been leased as office space. The lease will expire in 2015 and the City can now expand the Central Library to its full capacity. An originally planned public garden atop the building will become publicly accessible once the project is completed. The project is estimated to cost **\$15 million** with approximately \$5 million anticipated from a Library Board fundraising campaign.
- **Qmunity** - a facility for the lesbian, gay, transgendered, bisexual and queer communities in the West End. It currently leases space in an older building and is undersized for the communities it serves. The project involves the construction of a permanent facility at an estimated cost of **\$10 million** (including land).

- Enhanced investment in the **Public Art Program** which is referenced under Parks, Open Spaces and Recreation.

### **2015-2018 Capital Plan - Community Facilities: \$55 million + In-kind CACs**

| Area                 | Asset Renewal: \$30 million  | New, Upgrade & Expansion: \$25 million + In-kind CACs   |
|----------------------|--|---|
| Libraries & archives | <ul style="list-style-type: none"> <li>Ongoing facility maintenance and renovation: \$4M</li> <li>Marpole library expansion - funding from emerging priorities</li> </ul>  | <ul style="list-style-type: none"> <li>Expansion of Central Library onto Levels 8 &amp; 9 and make rooftop garden publicly accessible: \$15M</li> </ul>   |
| Social facilities    | <ul style="list-style-type: none"> <li>Renewal of Evelyne Saller Centre in Downtown Eastside: \$5M</li> <li>Ongoing facility maintenance and renovations: \$5M</li> </ul>  | <ul style="list-style-type: none"> <li>New and expanded Qmunity: \$10M</li> <li>Facilities being delivered through in-kind CACs currently underway: <ul style="list-style-type: none"> <li>MOSAIC Adult Learning Centre</li> <li>Collingwood Neighborhood House (satellite location)</li> <li>Positive Living and AIDS Vancouver</li> <li>Marpole Family Place</li> </ul> </li> </ul>   |
| Cultural facilities  | <ul style="list-style-type: none"> <li>Ongoing facility maintenance and renovations: \$6M</li> </ul>   | <ul style="list-style-type: none"> <li>Facilities being delivered through in-kind and/or cash CACs currently underway: <ul style="list-style-type: none"> <li>outfitting of Southeast False Creek Theatre</li> <li>\$4.5M capital grants for 4 arts and cultural non-profits to secure, enhance and expand artist production spaces in or adjacent to Mount Pleasant</li> <li>artist studios (Marine &amp; Cambie St)</li> <li>artist production space (Howe &amp; Drake St)</li> </ul> </li> </ul> |
| Granting programs    | <ul style="list-style-type: none"> <li>Capital grant programs: \$10M <ul style="list-style-type: none"> <li>Cultural</li> <li>Mural</li> <li>Social</li> </ul> </li> <li>Downtown Eastside Capital Program</li> <li>Heritage Façade Program</li> </ul> |   |

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## **E. Transportation**

The transportation network offers a range of travel choices to residents, workers and visitors across the city. The bulk of the transportation network is provided by three governments: the City (walking, cycling and road networks), the regional government through TransLink (rapid transit and bus networks) and the Province (6 km of highways and 3 major bridges leading into the city).

Total strategic capital investments in transportation for the next four years is estimated at \$159 million, including \$150 million of new investments contemplated in the 2015-2018 Capital Plan, \$1 million of rezoning-related in-kind amenities to be delivered in the next few years, and \$8 million of multi-year projects from the 2012-2014 Capital Plan to be delivered in the 2015/16 time frame.

## Asset Renewal

The City owns and maintains over 4,000 km of linear assets plus a wide range of structures and features. The following table summarizes the work completed in the last 10 years with regards to renewal and addition.

| Area              | What we have   | What we renewed between 2005-2014   | What we added between 2005-2014  | % in poor condition |
|-------------------|--|---|--|---------------------|
| Walking & cycling | <ul style="list-style-type: none"> <li>• 2,200 km of sidewalk</li> <li>• 270 km of bikeways</li> <li>• 379 pedestrian-bike signals</li> </ul>          | <ul style="list-style-type: none"> <li>• 15 km of sidewalk</li> <li>• 28 pedestrian-bike signals</li> </ul>   | <ul style="list-style-type: none"> <li>• 30 km of sidewalk</li> <li>• 107 pedestrian-bike signals</li> <li>• 110 km of bikeways</li> </ul>   | 15%                 |
| Transit           | <ul style="list-style-type: none"> <li>• 3 rapid transit lines (25 km) (TransLink)</li> <li>• 18 km of bus lanes</li> <li>• 2,000 bus stops</li> </ul> |   | <ul style="list-style-type: none"> <li>• Canada Line (10 km) (TransLink)</li> </ul>  | 10%                 |
| Major roads       | <ul style="list-style-type: none"> <li>• 363 km of roads</li> <li>• 29 bridges</li> <li>• 482 traffic signals</li> </ul>                               | <ul style="list-style-type: none"> <li>• 125 km of repaved roads</li> <li>• Bridge rehabilitation and upgrade:           <ul style="list-style-type: none"> <li>• Burrard</li> <li>• Granville</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>• Powell St Overpass</li> <li>• Grandview Highway high occupancy vehicle lanes</li> <li>• Clarendon Connector</li> <li>• Knight St left-turn lanes</li> </ul> | 15%                 |
| Local roads       | <ul style="list-style-type: none"> <li>• 1,058 km of roads</li> <li>• 650 km of lanes</li> </ul>   | <ul style="list-style-type: none"> <li>• 110 km of repaved roads and lanes</li> </ul>   | <ul style="list-style-type: none"> <li>• 3 km of road in new neighborhoods</li> </ul>  | 30%                 |
| Parking           | <ul style="list-style-type: none"> <li>• 10,000 meters</li> <li>• 19 parkades</li> </ul>   | <ul style="list-style-type: none"> <li>• ~3,000 parking meters renewed</li> <li>• Renewal of Gastown parkade</li> </ul>   | <ul style="list-style-type: none"> <li>• 2,500 parking meters</li> <li>• New parkade adjacent to convention centre and float plane terminal in Coal Harbor</li> </ul>                                |                     |

Most of the sidewalks and streets were built as Vancouver grew between 1886 and 1986, and the City has been gradually renewing these assets as they age. Most pedestrian-bicycle signals and the bikeways-greenways network have been provided in the last 20-30 years. About 20% of the transportation portfolio is currently assessed as being in poor condition.

The following renewal projects funded as part of the 2012-2014 Capital Plan have been completed or anticipated to be completed by year's end:

- 4 km of sidewalk reconstructed
- 28 km of major roads and 32 km of local roads/lanes repaved
- 37 traffic signals reconstructed and 2,400 street lighting poles replaced
- Bridges: significant rehabilitation including removal of bearings containing PCBs on Burrard and Granville Bridges, replacement of expansion joints on Burrard Bridge and seismic upgrade of Granville Bridge steel span

The 2015-2018 Capital Plan included \$110 million to complete the following renewal projects:

- Reconstruct approximately 6 km of sidewalk
- Repave approximately 33 km of major roads, including Water Street in Gastown, and 45 km of local roads/lanes
- Reconstruct 22 traffic signals and replace approximately 3,800 street lighting poles
- Bridges: repair sidewalks and replace railings and lighting on Burrard Bridge

### New, Upgrade & Expansion

The City's goal is to provide a transportation system that prioritizes the safe, comfortable and efficient movement of pedestrians, cyclists, transit users and trucks/trains (goods movement), as outlined in Transportation 2040. A target has been set: that 50% of trips in 2020 be made on foot, bicycle and transit. Staff estimates that we are currently over 45%, up from 40% in 2008.

The following transportation improvement projects have been or will be completed in the 2012-2014 period:

- Walking and cycling:
  - 2 km of new sidewalk and 260 new or upgraded curb ramps
  - 14 km of new active transportation corridors, including both first phases of the Comox-Helmcken Greenway and Seaside Greenway along Point Grey Road
  - 28 new pedestrian-bicycle signals (including 5 provided through development), half of which were installed to support active transportation corridors
  - Burrard-Cornwall intersection: pedestrian and cycling safety and comfort improvements
  - Norquay Village pedestrian safety and public realm improvements
- Transit:
  - 2 new bus bulges
- Major roads:
  - Powell Street Overpass to improve safety and goods movement to the Port of Vancouver
  - Grandview Highway at Boundary Road: high-occupancy queue jumper lanes and left-turn bays
  - Clarendon Connector at 33<sup>rd</sup> Avenue which improves transit routing and significantly reduce through-traffic on local streets
  - 3 new vehicular signals (including 2 provided through development)

The 2015-2018 Capital Plan includes \$40 million to complete following new or upgrade projects:

- Walking and cycling:
  - 2 km of new sidewalk and 260 new or upgraded curb ramps
  - New Active Transportation Corridors, including completing the Comox-Helmcken greenway and the Seaside Greenway along Point Grey Road
  - Upgrading existing bikeways-greenways to AAA (all ages and abilities): 10<sup>th</sup> Avenue, Adanac and Ontario

- False Creek Bridges:
  - upgrading and making the walking and cycling facilities permanent on Burrard Bridge including Burrard-Pacific
  - implementing temporary improvements for walking and cycling on both Granville and Cambie Bridges
- 12 new pedestrian-bicycle signals funded by the City and through development
- Pedestrian safety and public realm improvements from recently approved community plans (Downtown Eastside, Marpole, Mount Pleasant and West End)
- Transit:
  - Implementation of Downtown Bus Service Review (e.g. new or upgraded bus stops to address proposed bus route changes in the eastern part of downtown)

On June 12<sup>th</sup>, the Mayors' Council on Regional Transportation prepared a document entitled "Regional Transportation Investments", which contains a 30-year vision and a list of projects and investments for the next 10 years. The **Broadway Rapid Transit from Commercial Drive to UBC** is included in the 30-year vision, with the 5 km Millennium Line extension to serve Central Broadway (VCC-Clark station west to Arbutus) as one of the projects to deliver in the next 10 years.

The Mayors' Council Vision outlines that partnership agreements would be formed to help outline how the project will be funded. It recognizes "...the role that host municipalities play in bringing these investments to life through financial contributions that reflect the local benefits and also in meeting community objectives." A funding strategy will be developed for the Broadway Millennium Line extension in collaboration with senior levels of government, Translink, and other partners.

### 2015-2018 Capital Plan - Transportation: \$150 million

| Area              | Asset Renewal: \$110 million  | New, Upgrade & Expansion: \$40 million  |
|-------------------|---|---|
| Walking & cycling | <ul style="list-style-type: none"> <li>● Reconstruct ~6 km of sidewalk</li> </ul>   | <ul style="list-style-type: none"> <li>● 2 km of new sidewalk</li> <li>● 260 new and upgraded curb ramps</li> <li>● 12 new pedestrian-bike signals</li> <li>● Pedestrian safety and public realm improvements as part of Downtown Eastside, Marpole, Mount Pleasant, and West End community plans</li> <li>● Complete the Comox-Helmcken and Seaside (Point Grey Road) greenways</li> <li>● Upgrade 10th Ave, Adanac, and Ontario bikeways to all ages and abilities (AAA) guidelines</li> <li>● Upgrade and make facilities permanent on Burrard Bridge</li> <li>● Temporary improvements on Granville and Cambie bridges</li> </ul> <p>Note: Public realm enhancements can be achieved as part of new development</p> |
| Transit           |   | <ul style="list-style-type: none"> <li>● Funding strategy to be developed for the Broadway Millennium Line extension with senior levels of government, Translink, and other partners</li> <li>● New or upgraded bus stops to address proposed bus route changes in eastern part of Downtown</li> </ul>  |
| Major roads       | <ul style="list-style-type: none"> <li>● Repave 33 km of major roads, including Water Street in Gastown</li> <li>● Rehabilitate sidewalks, railings, and</li> </ul> |   |

| Area                              | Asset Renewal: \$110 million   | New, Upgrade & Expansion: \$40 million  |
|-----------------------------------|--|---|
| lighting on Burrard Bridge        |  |   |
| Local roads                       | <ul style="list-style-type: none"> <li>• Repave 45 km of local roads and lanes</li> </ul>  |   |
| Street Lighting & Traffic Signals | <ul style="list-style-type: none"> <li>• Replace ~3,800 street lighting poles</li> <li>• Reconstruct 22 traffic signals</li> </ul> | <ul style="list-style-type: none"> <li>• Install 12 new pedestrian-bicycle signals</li> </ul> |
| Parking                           | <ul style="list-style-type: none"> <li>• Replace 1,000 parking meters</li> <li>• Maintain and renovate parkades</li> </ul>         | <ul style="list-style-type: none"> <li>• Install 700 new parking meters</li> </ul>            |

## F. Utilities

The City owns and operated four utilities, two of which provide critical services (water and sewer) to all residents, businesses and visitors in Vancouver. A third utility (solid waste) provides green waste, recycling and garbage pick-up and disposal service to all residents living in single-family, duplex and some apartment areas. A fourth utility (neighbourhood energy) provides low-carbon heating and hot water to all buildings in Southeast False Creek and a portion of the False Creek Flats.

Total strategic capital investments in utilities for the next four years is estimated at \$343 million, including \$325 million of new investments contemplated in the 2015-2018 Capital Plan, and \$18 million of multi-year projects from the 2012-2014 Capital Plan to be delivered in the 2015/16 time frame.

### Asset Renewal

The City owns and maintains more than 5,500 km of underground pipe plus a series of specialized facilities and features to enable the four utilities to function. The following table summarizes the work completed in the last 10 years with regards to renewal and addition.

| Area        | What we have  | What we renewed between 2005-2014  | What we added between 2005-2014  | % in poor condition |
|-------------|---|--|--|---------------------|
| Waterworks  | <ul style="list-style-type: none"> <li>• 1,484 km of water mains</li> <li>• 101,000 water connections</li> <li>• 15,300 water meters</li> </ul> | <ul style="list-style-type: none"> <li>• 109 km of water mains</li> <li>• ~20,000 water connections</li> <li>• ~3,600 water meters</li> </ul>  | <ul style="list-style-type: none"> <li>• 5 km of water mains</li> <li>• ~4,100 water meters</li> </ul>   | 20%                 |
| Sewers      | <ul style="list-style-type: none"> <li>• 2,096 km of sewer mains</li> <li>• 101,000 sewer connections</li> <li>• 24 pump stations</li> </ul>    | <ul style="list-style-type: none"> <li>• 112 km of combined sewer mains replaced with 224 km of separated sewer mains</li> <li>• ~20,000 sewer connections</li> <li>• 4 sewer pump stations</li> </ul> | <ul style="list-style-type: none"> <li>• 5 km of sewer mains</li> </ul>  | 15%                 |
| Solid waste | <ul style="list-style-type: none"> <li>• Transfer station</li> <li>• Landfill in Delta</li> </ul>   |  | <ul style="list-style-type: none"> <li>• Closure and installation of gas collection infrastructure at the landfill:           <ul style="list-style-type: none"> <li>• 'Phase 2' area</li> <li>• 'Phase 3' area</li> </ul> </li> </ul> | Buildings<br>85%    |

| Area                | What we have   | What we renewed between 2005-2014 | What we added between 2005-2014  | % in poor condition |
|---------------------|--|-----------------------------------|--|---------------------|
| Neighborhood energy | <ul style="list-style-type: none"> <li>• 1 energy centre</li> <li>• 5 km of pipes</li> <li>• 22 transfer stations</li> </ul> |                                   | <ul style="list-style-type: none"> <li>• 1 energy centre</li> <li>• 5 km of pipes</li> <li>• 22 transfer stations</li> </ul> |                     |

The vast majority of the City's waterworks and sewer systems were built as Vancouver grew between 1886 and 1986, and the City has been gradually renewing and upgrading these assets as they age. An important upgrade to the sewer system has been to replace Vancouver's original combined pipes with separated pipes (one for rainwater and one for wastewater), which reduces (and, by 2050, will eliminate) situations when wastewater discharges directly into Burrard Inlet, English Bay, False Creek and the Fraser River. Investment in sewer separation will also help right-size the Metro Vancouver secondary treatment plant and hence mitigate the fee impact on Vancouver rate payers.

The City-owned landfill in Delta started operations in the mid-1960s and the transfer station at Manitoba Yards (where smaller garbage trucks dump their loads and where much larger garbage trucks take the garbage to the landfill) was built in the late-1980s.

The neighbourhood energy system in SEFC started operations in 2010.

Overall, about 15% of the utilities portfolio is currently assessed as being in poor condition.

The following projects funded as part of the 2012-2014 Capital Plan have been completed or anticipated to be completed by year's end:

- 28 km of water pipes replaced
- 34 km of combined sewer pipes replaced with 68 km of separated sewer pipes
- 2 sewer pump stations replaced
- About 3600 water and 3600 sewer connections replaced

The 2015-2018 Capital Plan includes \$256 million to complete the following renewal projects:

- 30-35 km of water pipes to be replaced
- 55-65 km of combined sewer pipes to be replaced with 110-130 km of separated sewer pipes, thereby increasing the separation rate from 11 km/year to 15 km/year
- 4 sewer pump stations to be replaced
- About 5000 water and 5000 sewer connections to be replaced

Staff will pursue Federal infrastructure funding in support of the sewer separation program.

### New, Upgrade & Expansion

The waterworks and sewer systems are designed to accommodate future urban growth. There are however occasions when urban development will require new pipes to be installed or the existing water and/or sewer pipes to be increased in size prior to when the pipes need

replacing. In the vast majority of cases, the upgrading of the system is the responsibility of developers as part of the rezoning or development permit process. Occasionally, the City invests in minor expansions to the system. The quantity of water meters is increasing gradually over time, as water meters are now required to be installed when older one and two family properties are redeveloped.

New and/or upgraded infrastructure is occasionally needed at the Solid Waste transfer station in response to waste diversion initiatives (e.g. introduction of yard trimmings in 1999 and food scraps in 2010). New and/or upgraded infrastructure is required on an ongoing basis at the Delta landfill as sections of the landfill are filled to their capacity: a membrane to cover the garbage and equipment to collect greenhouse gases that are generated on site.

The neighbourhood energy system will grow as more development occurs in Southeast False Creek and the False Creek Flats.

The following projects funded as part of the 2012-2014 Capital Plan have been completed or anticipated to be completed by year's end:

- Approximately 2,700 new water meters
- Closure and installation of gas collection infrastructure at the Landfill: portions of Phase 2 and Phase 3 areas
- Infrastructure to connect 7 new buildings to the neighbourhood energy system

In addition, the following projects funded as part of the 2012-2014 Capital Plan have started and will be completed in 2015 or 2016:

- Closure and installation of gas collection infrastructure at the Landfill: portions of Phase 3 area

The 2015-2018 Capital Plan includes \$69 million to complete the following new or upgrade projects:

- Water main extensions and sewer main upgrades to serve growth areas
- Installation of drinking fountains and new water meters
- Closure and installation of gas collection infrastructure at the Landfill: portions of Phase 3 and 'Western 40 hectares' areas
- Expansion of the Neighbourhood Energy Centre and infrastructure to connect 10 to 15 new buildings to the neighbourhood energy system

### 2015-2018 Capital Plan - Utilities: \$325 million

| Area       | Asset Renewal: \$256 million  | New, Upgrade & Expansion: \$69 million   |
|------------|---|--|
| Waterworks | <ul style="list-style-type: none"> <li>• Replace 30-35 km of water mains: \$40M</li> <li>• Maintain and replace waterworks components: \$3M</li> <li>• Planning and research: \$1M</li> </ul> | <ul style="list-style-type: none"> <li>• Water main extensions to serve growth areas: \$1M</li> <li>• Installation of 12 new drinking fountains</li> </ul> |
| Sewers     | <ul style="list-style-type: none"> <li>• Replace 55-65 km of combined sewer mains with 110-130 km of separated sewer mains: \$130M</li> <li>• Replace 4 pump stations: \$10M</li> </ul>       | <ul style="list-style-type: none"> <li>• Sewer main upgrades to serve growth areas: \$3M</li> </ul>  |

| Area                      | Asset Renewal: \$256 million   | New, Upgrade & Expansion: \$69 million   |
|---------------------------|--|--|
|                           | <ul style="list-style-type: none"> <li>• Sewer separation on private property: \$3M</li> <li>• Planning and research: \$2M</li> </ul>              |  |
| Water & Sewer Connections | <ul style="list-style-type: none"> <li>• Replace 5,000-6,000 water/sewer connections: \$64M</li> <li>• Replace 2,500 water meters: \$3M</li> </ul> | <ul style="list-style-type: none"> <li>• Install about 5,000 new water meters: \$5M</li> </ul>   |
| Solid waste               |  | <ul style="list-style-type: none"> <li>• Closure and installation of gas collection infrastructure at the landfill: \$50M</li> <li>• 'Phase 3' area</li> <li>• 'Western 40 hectares' area</li> </ul> |
| Neighborhood energy       |  | <ul style="list-style-type: none"> <li>• Expansion of energy centre and new distribution piping system to connect 10-15 new buildings: \$10M</li> </ul>  |

## G. Civic Facilities: Renewal, Maintenance & Renovations

This section includes the renewal and maintenance of, and renovations to public safety, administrative and all City-owned facilities and service yards.

Total strategic capital investments in civic facilities for the next four years is estimated at \$66 million, including \$35 million of new investments contemplated in the 2015-2018 Capital Plan, and \$31 million of multi-year projects from the 2012-2014 Capital Plan to be delivered in the 2015/16 time frame.

### Asset Renewal

**Facility Renewal** - Civic Facilities include three core public safety functions (police services, fire and rescue services and animal control services), administration buildings (e.g. City Hall and Park Board administration building) and service yards (industrial-type municipal facilities where trucks and equipment are stored). These Civic Facilities include more than 100 facilities. The following table summarizes the work completed in the last 10 years with regards to renewal and addition.

| Area                     | What we have  | What we renewed between 2005-2014   | What we added between 2005-2014  | % in poor condition |
|--------------------------|---|---|--|---------------------|
| Public safety facilities | <ul style="list-style-type: none"> <li>• 14 police buildings</li> <li>• 20 firehalls (incl. University Endowment Land) &amp; 1 training facility</li> <li>• 1 animal control shelter</li> </ul> | <ul style="list-style-type: none"> <li>• Police building on Graveley St</li> <li>• Police property and evidence storage facility</li> <li>• Police dog squad</li> <li>• Fire Hall #15 at 22<sup>nd</sup> Ave &amp; Nootka St</li> <li>• Fire Hall #5 at 54<sup>th</sup> Ave &amp; Kerr St (underway)</li> </ul> | <ul style="list-style-type: none"> <li>• Police training centre</li> <li>• Heavy Urban Search and Rescue facility</li> </ul> | 10%                 |

| Area                                       | What we have   | What we renewed between 2005-2014  | What we added between 2005-2014 | % in poor condition |
|--|--|--|---------------------------------|---------------------|
| City hall buildings                        | <ul style="list-style-type: none"> <li>• 9 administration buildings</li> <li>• 18 service yards</li> </ul> | <ul style="list-style-type: none"> <li>• City Hall campus offices</li> <li>• National Yard (replacing Cambie Yard)</li> </ul>                      |                                 | 35%                 |
| Facility capital maintenance & Renovations | <ul style="list-style-type: none"> <li>• 475 buildings</li> </ul>  | <ul style="list-style-type: none"> <li>• Examples: New roof at Bloedel Conservatory</li> <li>• New elevator in Renfrew Community Centre</li> </ul> |                                 | 20-25%              |

Police facilities have been significantly modernized in the last decade, including new office, training and storage space. Fire halls are gradually renewed as they age. The animal control shelter was built in the 1970s, but the facility is not optimally designed for the services offered today. Administration buildings have been substantially upgraded in the last decade. While three service yards were rebuilt in the last 20 years<sup>6</sup>, two major yards are in need of being renewed<sup>7</sup>. Overall, about 20% of the portfolio is currently assessed as being in poor condition.

The following projects funded as part of the 2012-2014 Capital Plan have been completed or anticipated to be completed by year's end:

- Administrative buildings: last phase of renovations to Main Building (453 W. 12<sup>th</sup>) and renovations of West Annex (515 W. 10<sup>th</sup>), Crossroads (508 W. 12<sup>th</sup>) and IT offices (818 Richards)

In addition, the following projects funded as part of the 2012-2014 Capital Plan have started and will be completed in 2015 or 2016:

- Administrative buildings: deconstruction of East Wing (2675 Yukon) due to seismic risk
- Renewal of Fire Hall #5 (Kerr and 54<sup>th</sup>)

The 2015-2018 Capital Plan includes \$22 million for the renewal of Fire Hall #17 located at Knight and 54<sup>th</sup>, which is currently the oldest fire hall in the network (built in 1954), as well as ongoing capital maintenance and renovations.

**Facility Capital Maintenance and Renovations** - The City owns and manages about 8 million sq. ft. of indoor floor area in 475 buildings. Several key components need to be replaced once, twice or three times during the lifespan of a typical building, e.g. the roof, windows, flooring, mechanical systems, plumbing and electrical systems. Programs to replace these components are collectively known as facility capital maintenance. The 2015-2018 Capital Plan includes \$11 million for capital maintenance to keep buildings in an appropriate state of repair, as well as planning and research.

In addition, there are a series of renovations and upgrades that are required to keep older facilities functional and efficient for the next 20-30 years. Examples include making older

<sup>6</sup> Evans Yard, Kent Yard and National Yard

<sup>7</sup> Manitoba Yard and Sunset Yard

buildings fully accessible, more functional to better serve those using the building, more seismically resistant, more energy efficient and the removal of hazardous material. The 2015-2018 Capital Plan includes **\$2 million** to complete the highest priority renovations and upgrades.

### New, Upgrade & Expansion

The City adjusts the size of civic facilities as individual facilities are renewed. For example, fire halls are typically increased in size to meet modern requirements: accommodating female firefighters, larger fire trucks and specialized equipment for rescues and dealing with hazardous materials.

#### 2015-2018 Capital Plan - Civic Facilities: \$35 million

| Area                      | Asset Renewal): \$35 million  |
|---------------------------|---|
| Public safety facilities  | <ul style="list-style-type: none"> <li>Renewal of Fire Hall #17 at 54th Ave &amp; Knight St: \$15M</li> <li>Ongoing facility maintenance and renovations: \$7M <ul style="list-style-type: none"> <li>upgrades to accommodate women firefighters and larger fire trucks</li> </ul> </li> </ul>  |
| All City-owned facilities | <ul style="list-style-type: none"> <li>Ongoing facility capital maintenance: \$8M <ul style="list-style-type: none"> <li>replace building components: roofing, windows, flooring, mechanical, electrical, plumbing systems</li> </ul> </li> <li>Renovations: \$2M <ul style="list-style-type: none"> <li>accessibility improvement</li> <li>office space optimization</li> </ul> </li> <li>Planning and research: \$3M</li> </ul> |

### H. Equipment & Information Technology

Equipment and technology include the tools that allow City staff to perform their daily functions to deliver services to the public: vehicles (e.g. police cars, fire trucks, recycling trucks, lawn mowers, Zambonis) and information technology (computers and hardware, specialized applications).

Total strategic capital investments in equipment and information technology for the next four years is estimated at \$164 million, including \$115 million of new investments contemplated in the 2015-2018 Capital Plan, and \$49 million of multi-year projects from the 2012-2014 Capital Plan to be delivered in the 2015/16 time frame.

#### Asset Renewal

Equipment and technology includes a wide array of assets. The following table summarizes the work completed in the last 10 years with regards to renewal and addition.

| Area                 | What we have  | What we renewed between 2005-2014                              | What we added between 2005-2014                                | % in poor condition |
|----------------------|---|--|--|---------------------|
| Vehicles & equipment | <ul style="list-style-type: none"> <li>1,850 vehicles</li> <li>2,850 pieces of equipment</li> </ul> | <ul style="list-style-type: none"> <li>815 vehicles</li> </ul> | <ul style="list-style-type: none"> <li>195 vehicles</li> </ul> | 10%                 |

| Area                   | What we have   | What we renewed between 2005-2014  | What we added between 2005-2014   | % in poor condition |
|------------------------|--|--|---|---------------------|
| Information technology | <ul style="list-style-type: none"> <li>• 8,000 computers</li> <li>• 250 specialized software applications</li> </ul> | <ul style="list-style-type: none"> <li>• 16,000 computers and electronic devices replaced based on lifecycle</li> <li>• Software applications renewed:           <ul style="list-style-type: none"> <li>• SAP</li> <li>• online licenses and permits</li> <li>• online taxes and utility accounts software applications</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>• 2,000 computers and electronic devices</li> <li>• VOIP phone system</li> <li>• Software applications:           <ul style="list-style-type: none"> <li>• Hansen asset management</li> <li>• VanDocs document management</li> <li>• Lagan call centre management software applications</li> </ul> </li> <li>• Software as a Service (SaaS) applications:           <ul style="list-style-type: none"> <li>• volunteer management (Better Impact)</li> <li>• donations tracking (Raiser's Edge)</li> <li>• social media tracking (Hootsuite)</li> <li>• community collaboration (ePanel) software</li> </ul> </li> </ul> |                     |

Equipment and information technology have short lifespans and require frequent replacement when compared to other types of capital assets. In addition, the world of information technology changes rapidly and is invariably accompanied by a change in the way work is done or a service is offered.

The following projects funded as part of the 2012-2014 Capital Plan have been completed or anticipated to be completed by year's end:

- Fleet - Ongoing replacement of vehicles and equipment: about 350 vehicles replaced
- IT - Web renewal, data centre expansion, voting system, software system upgrades (SAP, Hansen, Tempest, Vandocs, Office, SQL Server, Traffic Count) and hardware refresh

In addition, the following projects funded as part of the 2012-2014 Capital Plan have started and will be completed in 2015 or 2016:

- Fleet - Replacement of fire trucks
- IT - Replacement of recreation registration and legal services software

The **2015-2018 Capital Plan** includes \$105 million for the following renewal projects:

- Fleet - Ongoing replacement of vehicles and equipment: 625 to 725 vehicles to be replaced
- IT - Replacement of major applications such as **fleet management software**, software system upgrades and ongoing replacement of computers and other hardware

### New, Upgrade & Expansion

The following IT projects funded as part of the 2012-2014 Capital Plan have been completed or anticipated to be completed by year's end:

- Permits & Licences Transformation: 'go live 1' and 'go live 2'
- AMANDA online services

- Open 311
- E-billing

In addition, the following IT projects funded as part of the 2012-2014 Capital Plan have started and will be completed in 2015 or 2016:

- Permits & Licenses Transformation: All phases

The 2015-2018 Capital Plan includes \$10 million for the implementation of the City's Digital Strategy such as WI-FI expansion, mobile technology, Geo-remote Data Centre, and new business system technologies.

### **2015-2018 Capital Plan - Equipment & Technology: \$115 million**

| Area                   | Asset Renewal: \$105 million  | New: \$10 million   |
|------------------------|---|---|
| Vehicles & equipment   | <ul style="list-style-type: none"> <li>• Replace 625-725 vehicles: \$60M</li> </ul>   |   |
| Information technology | <ul style="list-style-type: none"> <li>• Ongoing replacement programs: \$45M <ul style="list-style-type: none"> <li>• Computers and hardware</li> <li>• Major applications (SAFARI recreation system, fleet management system)</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>• Implementation of Digital Strategy( wi-fi expansion, mobile technology)</li> <li>• Geo-remote data centre</li> <li>• New business system technologies</li> </ul> |

## **I. Emerging Priorities & Inflation Contingency**

***Emerging Priorities*** - As the City transitions from 3-year Capital Plans to 4-year Capital Plans, there will be a greater need for contingency funding to address emerging priorities and opportunistic investments as they arise during the course of the Capital Plan. Some projects, such as renewal of the Marpole-Oakridge Community Centre, requires further public consultation on the location and co-location opportunities with other community facilities as contemplated in the Marpole Community Plan, which will inform the facility planning and design. Funding has been earmarked for this work, subject to decisions on final project scope and location, and completion of the facility planning and design. In addition, as part of the overall funding strategy of leveraging federal and provincial funding (e.g. Build Canada Fund, Community Works Fund) and other innovative, cross-agency partnership opportunities (e.g. VSB, charitable and non-profit organizations), it will be prudent to set aside \$75 million to address these emerging priorities. Should those opportunities materialize and investment decisions made, funding will be moved from Emerging Priorities to the appropriate program areas.

***Inflation Contingency*** - The program funding allocation identified in the 2015-2018 Capital Plan is in current dollars. Though construction cost inflation in recent years have been tame relative to the pre-Olympic construction period, it would be prudent to set aside \$10 million to mitigate the risk of inflation.

***Capital Overhead*** - The \$10 million provision includes 1) transaction fees associated with each debenture issue and 2) internal legal and finance resources supporting the Capital Program.

### **2015-2018 Capital Plan - Emerging Priorities & Inflation Contingency: \$95 million**

## ***IMPLICATIONS/RELATED ISSUES/RISK (IF APPLICABLE)***

### ***FINANCIAL***

Consistent with prior Capital Plans, a key challenge has always been to balance capital and operating needs within the City's fiscal capacity. In developing the 2015-2018 Capital Plan, the key financial considerations are the City's debt capacity and the long-term financial impact of the capital program, including direct City investments and in-kind CACs, on property tax and user fees.

Historically, operating expenditures have been increasing at rates higher than inflation due to escalating wages, energy utilities and other costs from third-party suppliers not directly controllable by the City. As well, the capital investments leading up to the 2010 Winter Olympics and the additional amenities secured as part of rezonings over the years have given rise to increased debt servicing costs, ongoing operating costs such as programming and facility operation, and asset lifecycle costs. Significant efforts have been made in recent years to align property tax and fee increases to inflation and limit growth in operating budgets through business transformation and productivity enhancements.

The Capital Plan funding envelope is determined based on historical experience, economic outlook, benchmark ratios with like organizations and rating agencies, and best practices in municipal debt management. A number of internal and external factors could impact the City's financial outlook. Below are key assumptions for our long-term financial model:

- property tax and fee increase continues to align with forecasted CPI
- property tax base continues to grow at historical norm (\$3-\$4 million per year)
- operating cost pressures remain above forecasted CPI
- long-term borrowing rates gradually move back to historical norm (5%-6%)
- development activities and related revenues at historical norm

### **I. Capital Funding Envelope & Program Allocation**

The funding envelope recommended for the 2015-2018 Capital Plan is \$1.085 billion, of which \$728 million (67%) is for asset renewal and \$357 million (33%) is for new and expanded assets. The following summarizes the funding allocation across program areas:

|                                 | Asset Renewal | New, Upgrade & Expansion | 2015-18 Capital Plan | Est. Secured In-kind CACs | Est. 2012-14 Capital Plan Multi-year Projects | Total  |
|---------------------------------|---------------|--------------------------|----------------------|---------------------------|---|--------|
| Affordable Housing              | \$40M         | \$85M                    | \$125M               | \$170M                    | \$67M   | \$362M |
| Childcare                       | \$5M          | \$25M                    | \$30M                | \$9M                      | \$10M   | \$49M  |
| Parks, Open Spaces & Recreation | \$83M         | \$72M                    | \$155M               | \$75M                     | \$24M   | \$254M |
| Community Facilities            | \$30M         | \$25M                    | \$55M                | \$53M                     | \$35M   | \$143M |
| Transportation                  | \$110M        | \$40M                    | \$150M               | \$1M                      | \$8M  | \$159M |

|   | Asset Renewal           | New, Upgrade & Expansion | 2015-18 Capital Plan       | Est. Secured In-kind CACs | Est. 2012-14 Capital Plan Multi-year Projects | Total           |
|---|-------------------------|--------------------------|----------------------------|---------------------------|---|-----------------|
| Utilities                                   | \$256M                  | \$69M                    | \$325M                     | -                         | \$18M   | \$343M          |
| Civic Facilities                            | \$35M                   | -                        | \$35M                      | -                         | \$31M   | \$66M           |
| Equipment & Technology                      | \$105M                  | \$10M                    | \$115M                     | -                         | \$49M   | \$164M          |
| Emerging Priorities & Inflation Contingency | \$65M                   | \$30M                    | \$95M                      | -                         | -   | \$95M           |
| <b>TOTAL</b>                                | <b>\$728M<br/>(67%)</b> | <b>\$357M<br/>(33%)</b>  | <b>\$1,085M<br/>(100%)</b> | <b>\$308M</b>             | <b>\$242M</b>                                 | <b>\$1,635M</b> |

Including approximately \$308 million of in-kind CACs that have been secured and would be delivered in the next few years, and \$242 million of multi-year projects from the 2012-2014 Capital Plan to be delivered in the 2015/16 timeframe, the total capital investments for the next four years would be \$1.635 billion.

## II. Capital Funding Strategy

Taking into consideration the City's long-term financial health, credit ratings, and future impacts on property tax and user fees, staff recommend a funding strategy for the \$1.085 billion Capital Plan that uses a balanced mix of funding sources (who pays) and payment methods (when to pay) as follows:

*Property Tax & User Fees (60%) -*

|  |                       |
|--|-----------------------|
| Plebiscite-approved Borrowing Authority      | \$ 235 million        |
| Council-approved Utility Borrowing Authority | \$ 147 million        |
| Capital from Revenue                         | \$ 90 million         |
| Water Pay-as-you-go Utility Fee              | \$ 40 million         |
| Other Operating Funding                      | \$ 20 million         |
| Capital Reserves                             | <u>\$ 114 million</u> |
|  | <b>\$ 646 million</b> |

*Development Contributions (33%) -*

|                               |                       |
|-------------------------------|-----------------------|
| DCLs & Cash CACs              | \$ 303 million        |
| Water & Sewer Connection Fees | <u>\$ 63 million</u>  |
|                               | <b>\$ 366 million</b> |

*Partner Contributions (7%) -*

|                                     |                        |
|-------------------------------------|------------------------|
| Senior Government & Partner Funding | \$ 73 million          |
|                                     | <b>\$1,085 million</b> |

The Capital Plan includes only cash CACs, which is an estimate based on historical experience. Actual allocation of cash CAC receipts is done as part of annual budget process.

The proposed funding strategy strikes a balance in using capital reserves (39%), pay-as-you-go (26%), and debt financing (35%) in funding capital investments. As part of the City's ongoing debt management strategy, staff has trimmed the amount of debt financing from \$400 million in the draft Capital Plan to \$382 million in the final Capital Plan. With this reduction, borrowing will be flat at the 2012-2014 Capital Plan level (\$95 million a year), representing a

substantial decrease from the 2009-2011 Capital Plan (\$120 million a year). The strategy includes the ongoing transition of the water infrastructure lifecycle replacement programs from debt financing to pay-as-you-go which is expected to complete towards the end of the 2015-2018 Capital Plan. Staff will continue to explore debt reduction opportunities, where appropriate, for other capital programs to enhance the City's long-term debt profile and credit ratings and bring forward to Council for consideration.

At the recommended debt financing level, the annual tax-supported debt servicing costs will increase by 16%, from \$80 million in 2014 to \$93 million in 2018, resulting in a cumulative property tax impact of 2.2% over the next four years, or 0.5% annually. This is largely the result of the increase in debt financing during the 2006-2008 and 2009-2011 Capital Plans in preparation for the 2010 Winter Olympics.

### **III. Operating Budget Impact**

Capital investments, especially for new and expanded infrastructure and facilities acquired through direct City investments and as in-kind CACs, often give rise to ongoing operating costs associated with programming and facility operation and asset lifecycle costs, which will put further pressure on the City's budgets in future years. For reference, on an annual basis, it costs approximately \$0.5 million (net of user fees) to operate a community centre (including facility costs); \$50,000 to maintain an acre of park; and \$20,000 on lifecycle replacement of 1,000 sq. ft. of floor space.

With regards to affordable housing, Council policies require that all housing projects be self-sustaining and not require operating subsidies, property tax exemptions, and/or financial guarantees from the City. The rental mix of individual projects would be established to ensure that rental income would be adequate to service a modest level of mortgage payments and to fund operating and capital maintenance costs over the life of the project.

All long-term financial implications arising from the 2015-2018 Capital Plan will be considered as part of our long-term financial planning process.

### **IV. Plebiscite Borrowing Authority Questions**

The *Vancouver Charter* gives Council the authority to approve borrowing for water, sewer and energy utility systems (\$147 million) without reference to the electorate. Borrowing for all other capital programs (\$235 million) requires electorate approval. The electorate-approved borrowing authorities will be grouped into three plebiscite questions as follows:

#### **Question 1: Parks & Recreation**

|                                    |               |
|------------------------------------|---------------|
| Parks                              | \$ 17,950,000 |
| Recreation & Exhibition Facilities | \$ 40,250,000 |
|                                    | <hr/>         |
|                                    | \$ 58,200,000 |

#### **Question 2: Public Safety & Public Works**

|                                |               |
|--------------------------------|---------------|
| Public Safety Facilities       | \$ 22,250,000 |
| Street & Bridge Infrastructure | \$ 56,450,000 |

|   |                      |
|---|----------------------|
| Street Lighting, Traffic Signals & Communications Systems | \$ 17,000,000        |
| Sub-total:  | \$ 95,700,000        |
| <b>Question 3: Community &amp; Civic Facilities</b>       |                      |
| Community Facilities                                      | \$ 59,750,000        |
| Civic Facilities  | \$ 21,350,000        |
| Sub-total:  | \$ 81,100,000        |
| <b>TOTAL:</b>   | <b>\$235,000,000</b> |

Subject to Council approval, the wording of the proposed questions will generally be in accordance with the examples provided in Appendix C. A by-law authorizing that these questions be put to the electorate is included on the agenda for the Council meeting on October 1, 2014.

## ***HUMAN RESOURCES/LABOUR RELATIONS***

Capital projects are typically undertaken through a combination of internal staffing and external contract resources, depending on the nature of the projects. Going into the 2015-2018 Capital Plan, the City will continue to build on its strategic procurement framework to drive significant cost savings and maximize value for our tax dollars on major infrastructure and facility projects. As specific capital investments will be determined as part of the annual budget process, the personnel impacts, if any, will be assessed and brought forward for further discussion as part of the annual capital budget process.

## ***ENVIRONMENTAL***

As noted, environmental sustainability policies and standards have been incorporated in all aspects of capital investments and asset lifecycle planning, from design and construction, to maintenance, rehabilitation and renewal. Specific capital investments are proposed in the 2015-2018 Capital Plan that help advance the City's long-term goals in the areas of climate change adaptation, greenhouse gas reduction, renewable energy, and sustainable transportation.

## ***CONCLUSION***

The 2015-2018 Capital Plan presented by the Director of Finance, in consultation with the Corporate Management Team, strikes a strategic balance among the needs to 1) maintain our infrastructure and facilities in an appropriate state of good repair; 2) optimize our network of amenities to best serve our residents, businesses, and people who visit and work here; and 3) advance Council and community priorities within the City's long-term financial capacity.

The Capital Plan recommends \$1.085 billion of investments over the next four years. Including \$308 million of in-kind CACs that have been secured and would be delivered in the next few years and \$242 million of multi-year projects from the 2012-2014 Capital Plan to be delivered in the 2015/16 timeframe, the total capital investments for the next four years would be \$1.635 billion.

The proposed funding strategy for each program is presented in Appendix B and the proposed wording for the borrowing plebiscite questions that will be submitted to the electorate during the November municipal election is presented in Appendix C.

\* \* \* \* \*

The 2015-2018 Capital Plan, with a proposed investment of \$1.085 billion, is set within a broader context that includes:

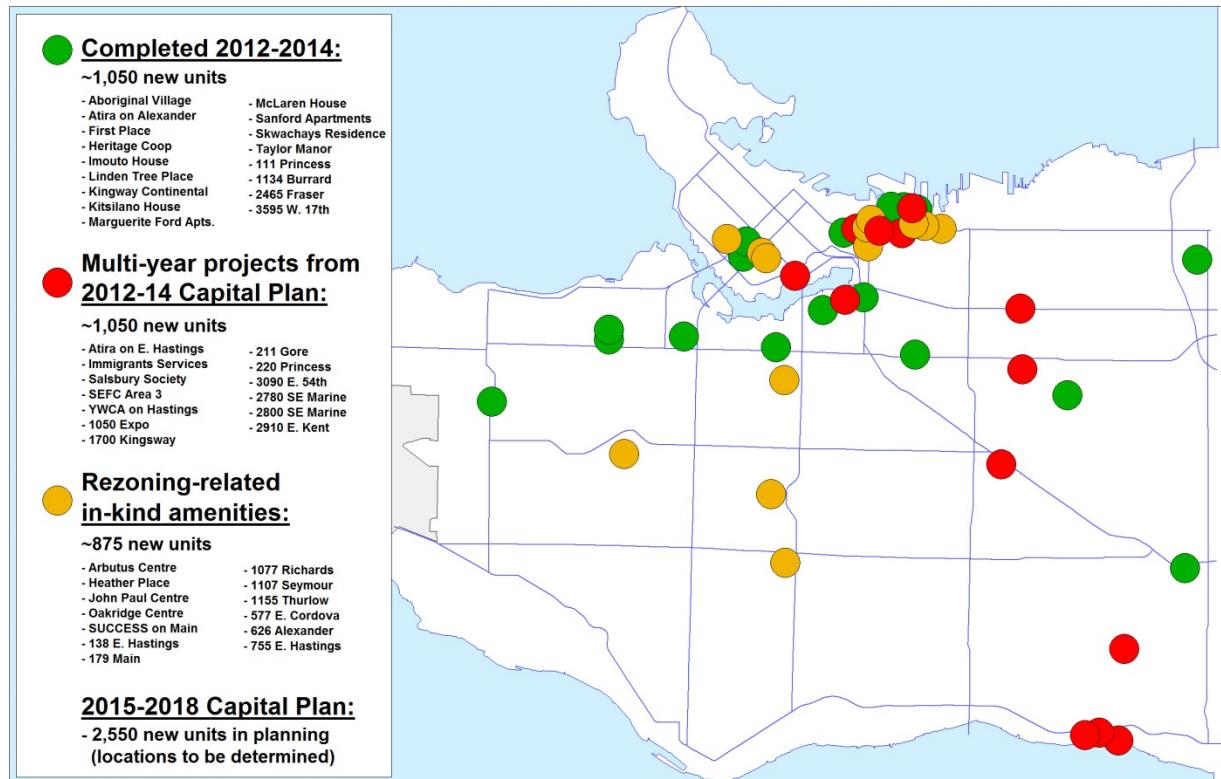
- Multi-year projects from 2012-2014 Capital Plan that will be completed after January 1, 2015 (\$242 million); and
- Rezoning-related in-kind amenities that have already been approved by City Council but will be delivered after January 1, 2015 (estimated value of \$308 million).

Taken together, they indicate that approximately \$1.6 billion will be invested in public facilities and infrastructure over the course of the 2015-2018 Capital Plan, broken down as follows:

| Category                                    | Capital Plan for 2015-18 | Multi-year projects from 2012-2014 Capital Plan | Rezoning-related in-kind amenities | Total           |
|---|--------------------------|---|------------------------------------|-----------------|
| Affordable Housing                          | \$125M                   | \$67M   | \$170M                             | \$362M          |
| Childcare                                   | \$30M                    | \$10M   | \$9M                               | \$49M           |
| Parks, Open Spaces & Recreation             | \$155M                   | \$24M   | \$75M                              | \$254M          |
| Community Facilities                        | \$55M                    | \$35M   | \$53M                              | \$143M          |
| Civic Facilities                            | \$35M                    | \$31M   | -                                  | \$66M           |
| Transportation                              | \$150M                   | \$8M  | \$1M                               | \$159M          |
| Utilities                                   | \$325M                   | \$18M   | -                                  | \$343M          |
| Equipment & Technology                      | \$115M                   | \$49M   | -                                  | \$164M          |
| Emerging Priorities & Inflation Contingency | \$95M                    | -   | -                                  | \$95M           |
| <b>TOTAL</b>                                | <b>\$1,085M</b>          | <b>\$242M</b>                                   | <b>\$308M</b>                      | <b>\$1,635M</b> |

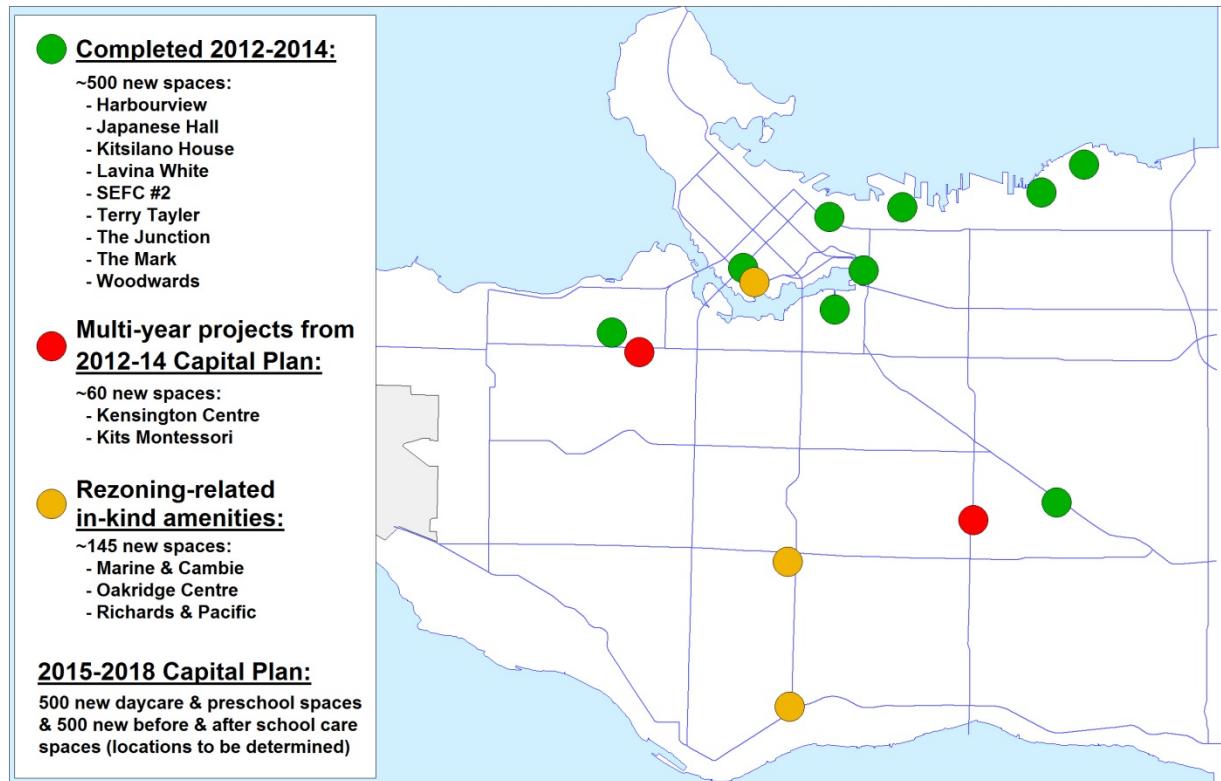
**AFFORDABLE HOUSING**

| Capital Plan<br>for 2015-18 | Multi-year projects<br>from 2012-2014<br>Capital Plan | Rezoning-related<br>in-kind amenities | Total  |
|-----------------------------|---|---------------------------------------|--------|
| \$125M                      | \$67M   | \$170M                                | \$362M |



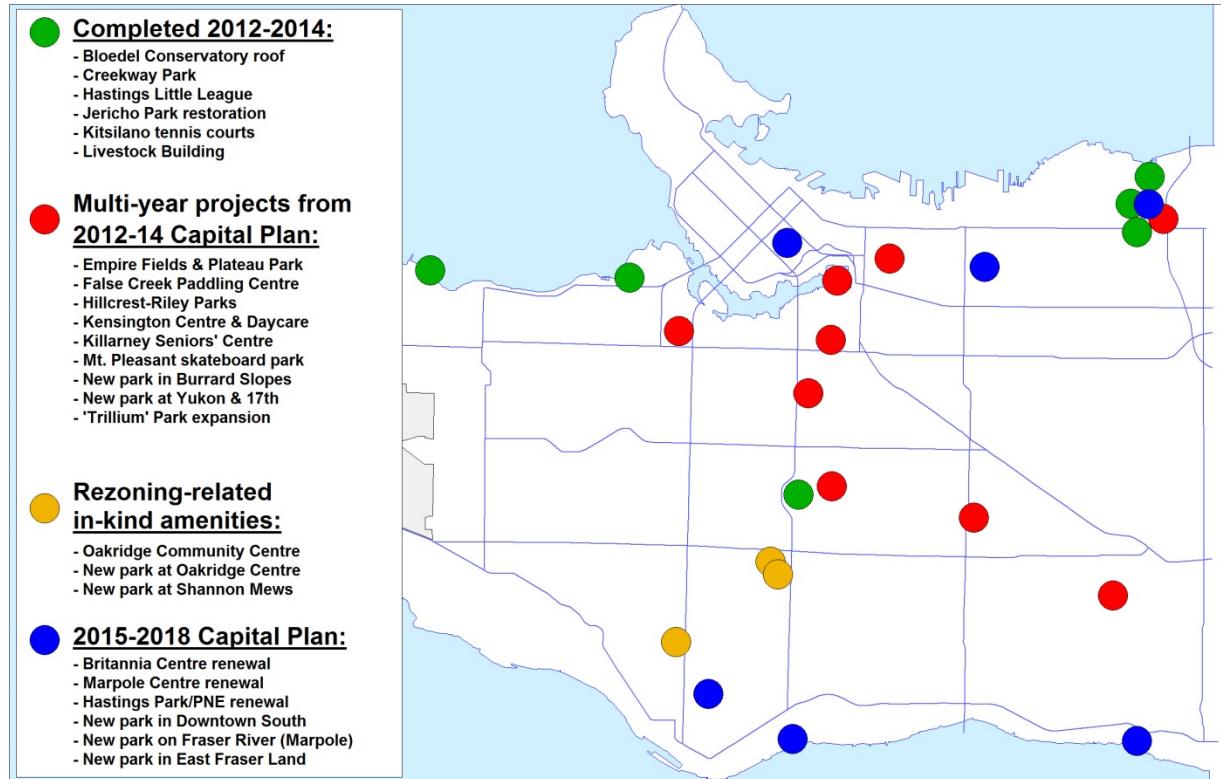
## CHILDCARE

| Capital Plan for 2015-18 | Multi-year projects from 2012-2014 Capital Plan | Rezoning-related in-kind amenities | Total |
|--------------------------|---|------------------------------------|-------|
| \$30M                    | \$10M   | \$9M                               | \$49M |



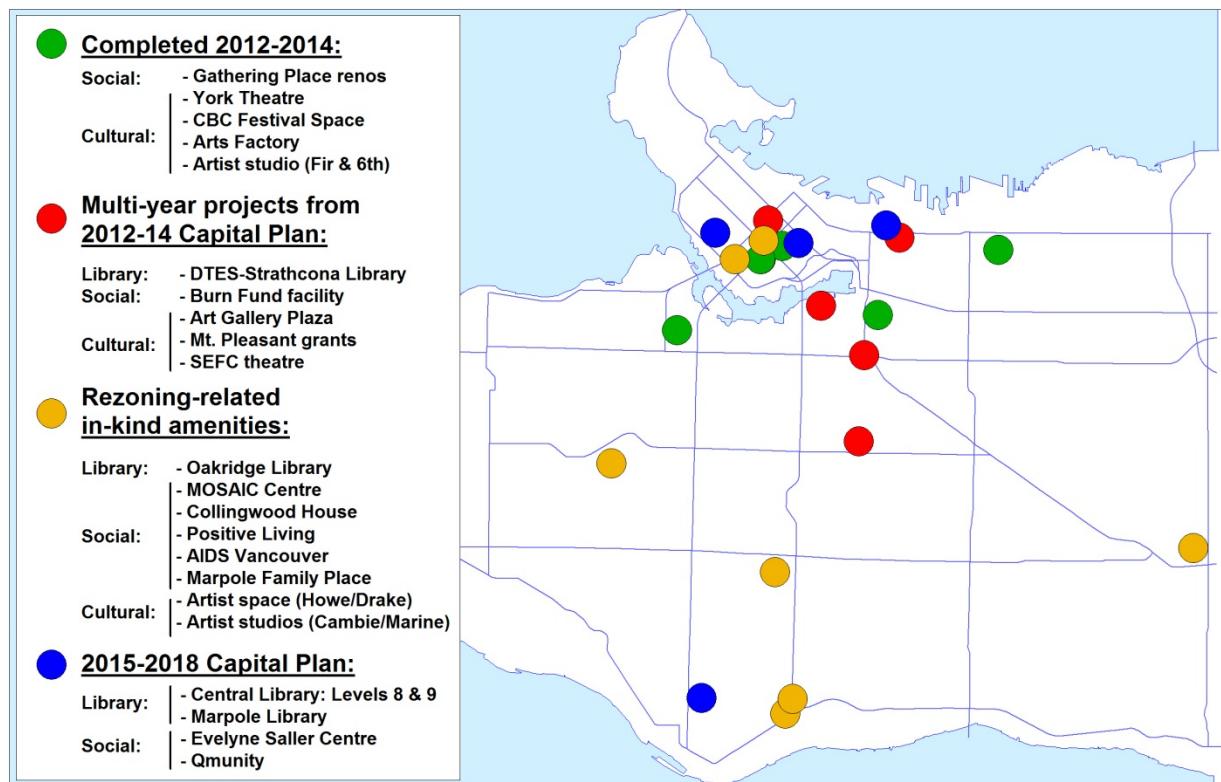
## PARKS, OPEN SPACES &amp; RECREATION

| Capital Plan<br>for 2015-18 | Multi-year projects<br>from 2012-2014<br>Capital Plan | Rezoning-related<br>in-kind amenities | Total  |
|-----------------------------|---|---------------------------------------|--------|
| \$155M                      | \$24M   | \$75M                                 | \$254M |



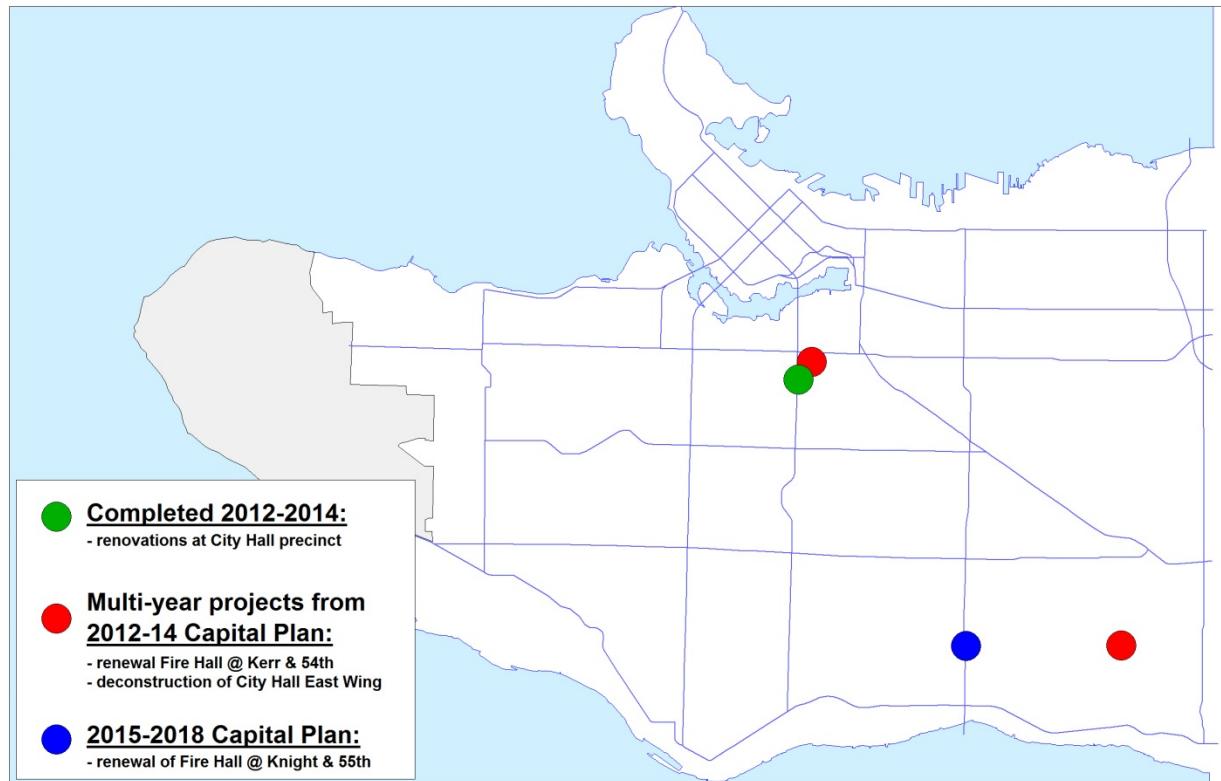
## COMMUNITY FACILITIES

| Capital Plan for 2015-18 | Multi-year projects from 2012-2014 Capital Plan | Rezoning-related in-kind amenities | Total  |
|--------------------------|---|------------------------------------|--------|
| \$55M                    | \$35M   | \$53M                              | \$143M |



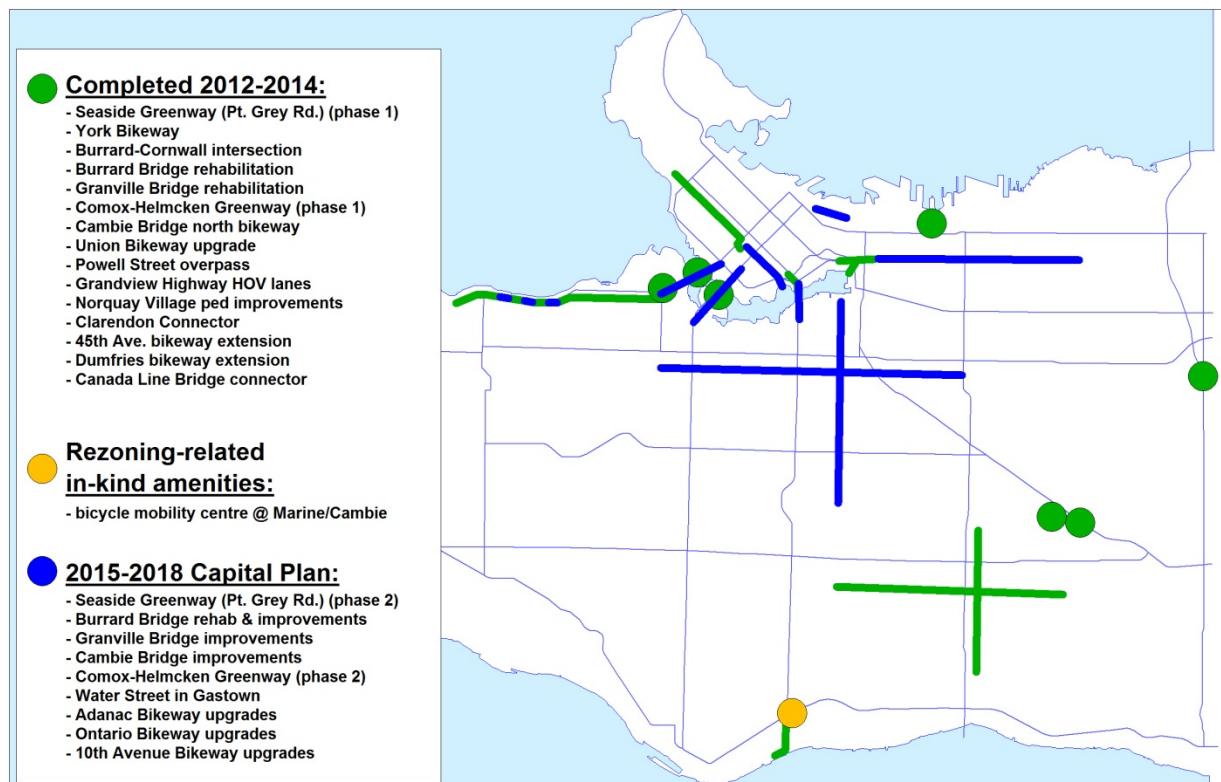
**CIVIC FACILITIES**

| Capital Plan<br>for 2015-18 | Multi-year projects<br>from 2012-2014<br>Capital Plan | Rezoning-related<br>in-kind amenities | Total |
|-----------------------------|---|---------------------------------------|-------|
| \$35M                       | \$31M   | -                                     | \$66M |



**TRANSPORTATION**

| Capital Plan<br>for 2015-18 | Multi-year projects<br>from 2012-2014<br>Capital Plan | Rezoning-related<br>in-kind amenities | Total  |
|-----------------------------|---|---------------------------------------|--------|
| \$150M                      | \$8M  | \$1M                                  | \$159M |



**UTILITIES**

| Capital Plan<br>for 2015-18 | Multi-year projects<br>from 2012-2014<br>Capital Plan | Rezoning-related<br>in-kind amenities | Total  |
|-----------------------------|---|---------------------------------------|--------|
| \$325M                      | \$18M   | -                                     | \$343M |

**EQUIPMENT & INFORMATION TECHNOLOGY**

| Capital Plan<br>for 2015-18 | Multi-year projects<br>from 2012-2014<br>Capital Plan | Rezoning-related<br>in-kind amenities | Total  |
|-----------------------------|---|---------------------------------------|--------|
| \$115M                      | \$49M   | -                                     | \$164M |

**EMERGING PRIORITIES**

| Capital Plan<br>for 2015-18 | Multi-year projects<br>from 2012-2014<br>Capital Plan | Rezoning-related<br>in-kind amenities | Total |
|-----------------------------|---|---------------------------------------|-------|
| \$95M                       | -   | -                                     | \$95M |

## 2015-2018 Capital Plan - Funding Strategy

| Category                        | Sub-category     | TOTAL          |             | Funding Sources ("who pays")                        |                           |                       | Financing Methods ("when to pay")  |               |                |
|---------------------------------|------------------|----------------|-------------|---|---------------------------|-----------------------|------------------------------------|---------------|----------------|
|                                 |                  | \$ millions    | % of total  | Property Taxes, User Fees & Other Operating Funding | Development Contributions | Partner Contributions | Capital Reserves (paid in advance) | Pay-as-you-go | Debt Financing |
| Affordable Housing              | Asset renewal    | \$40           |             | \$31  | \$9                       | \$0                   | \$10                               | \$0           | \$30           |
|                                 | New assets       | \$85           |             | \$0   | \$85                      | \$0                   | \$85                               | \$0           | \$0            |
|                                 | <b>SUB-TOTAL</b> | <b>\$125</b>   | <b>12%</b>  | <b>\$31</b>   | <b>\$94</b>               | <b>\$0</b>            | <b>\$95</b>                        | <b>\$0</b>    | <b>\$30</b>    |
| Childcare                       | Asset renewal    | \$5            |             | \$5   | \$0                       | \$0                   | \$0                                | \$0           | \$5            |
|                                 | New assets       | \$25           |             | \$0   | \$25                      | \$0                   | \$25                               | \$0           | \$0            |
|                                 | <b>SUB-TOTAL</b> | <b>\$30</b>    | <b>3%</b>   | <b>\$5</b>  | <b>\$25</b>               | <b>\$0</b>            | <b>\$25</b>                        | <b>\$0</b>    | <b>\$5</b>     |
| Parks, Open Spaces & Recreation | Asset renewal    | \$82           |             | \$68  | \$15                      | \$0                   | \$22                               | \$2           | \$58           |
|                                 | New assets       | \$72           |             | \$3   | \$70                      | \$0                   | \$70                               | \$3           | \$0            |
|                                 | <b>SUB-TOTAL</b> | <b>\$155</b>   | <b>14%</b>  | <b>\$70</b>   | <b>\$85</b>               | <b>\$0</b>            | <b>\$92</b>                        | <b>\$5</b>    | <b>\$58</b>    |
| Community Facilities            | Asset renewal    | \$30           |             | \$29  | \$1                       | \$0                   | \$1                                | \$10          | \$19           |
|                                 | New assets       | \$25           |             | \$0   | \$19                      | \$6                   | \$19                               | \$6           | \$0            |
|                                 | <b>SUB-TOTAL</b> | <b>\$55</b>    | <b>5%</b>   | <b>\$29</b>   | <b>\$20</b>               | <b>\$6</b>            | <b>\$20</b>                        | <b>\$16</b>   | <b>\$19</b>    |
| Civic Facilities                | Asset renewal    | \$36           |             | \$36  | \$0                       | \$0                   | \$0                                | \$5           | \$31           |
|                                 | New assets       | \$0            |             | \$0   | \$0                       | \$0                   | \$0                                | \$0           | \$0            |
|                                 | <b>SUB-TOTAL</b> | <b>\$36</b>    | <b>3%</b>   | <b>\$36</b>   | <b>\$0</b>                | <b>\$0</b>            | <b>\$0</b>                         | <b>\$5</b>    | <b>\$31</b>    |
| Transportation                  | Asset renewal    | \$110          |             | \$87  | \$0                       | \$23                  | \$8                                | \$29          | \$72           |
|                                 | New assets       | \$40           |             | \$2   | \$29                      | \$10                  | \$29                               | \$10          | \$1            |
|                                 | <b>SUB-TOTAL</b> | <b>\$150</b>   | <b>14%</b>  | <b>\$89</b>   | <b>\$29</b>               | <b>\$32</b>           | <b>\$38</b>                        | <b>\$39</b>   | <b>\$73</b>    |
| Utilities                       | Asset renewal    | \$256          |             | \$176   | \$58                      | \$22                  | \$0                                | \$120         | \$136          |
|                                 | New assets       | \$69           |             | \$49  | \$8                       | \$13                  | \$40                               | \$18          | \$12           |
|                                 | <b>SUB-TOTAL</b> | <b>\$325</b>   | <b>30%</b>  | <b>\$225</b>  | <b>\$66</b>               | <b>\$35</b>           | <b>\$40</b>                        | <b>\$138</b>  | <b>\$148</b>   |
| Equipment & Technology          | Asset renewal    | \$105          |             | \$105   | \$0                       | \$0                   | \$60                               | \$38          | \$7            |
|                                 | New assets       | \$10           |             | \$10  | \$0                       | \$0                   | \$0                                | \$10          | \$0            |
|                                 | <b>SUB-TOTAL</b> | <b>\$115</b>   | <b>11%</b>  | <b>\$115</b>  | <b>\$0</b>                | <b>\$0</b>            | <b>\$60</b>                        | <b>\$48</b>   | <b>\$7</b>     |
| Emerging Priorities             | Asset renewal    | \$65           |             | \$47  | \$18                      | \$0                   | \$18                               | \$35          | \$12           |
|                                 | New assets       | \$30           |             | \$0   | \$30                      | \$0                   | \$30                               | \$0           | \$0            |
|                                 | <b>SUB-TOTAL</b> | <b>\$95</b>    | <b>9%</b>   | <b>\$47</b>   | <b>\$48</b>               | <b>\$0</b>            | <b>\$48</b>                        | <b>\$35</b>   | <b>\$12</b>    |
| GRAND TOTAL                     | Asset renewal    | \$728          | 67%         | \$583   | \$101                     | \$45                  | \$119                              | \$239         | \$370          |
|                                 | New assets       | \$357          | 33%         | \$64  | \$265                     | \$28                  | \$298                              | \$46          | \$13           |
|                                 | <b>TOTAL</b>     | <b>\$1,085</b> | <b>100%</b> | <b>60%</b>  | <b>34%</b>                | <b>7%</b>             | <b>38%</b>                         | <b>26%</b>    | <b>35%</b>     |

## 2015-2018 Capital Plan - Funding Strategy

| Affordable Housing                | Projects and/or Programs  | Additional details  | TOTAL       | Funding Sources ("who pays")                        |                           |                       | Financing Methods ("when to pay")  |               |                |
|-----------------------------------|---|---|-------------|---|---------------------------|-----------------------|------------------------------------|---------------|----------------|
|                                   |   |   | \$ millions | Property Taxes, User Fees & Other Operating Funding | Development Contributions | Partner Contributions | Capital Reserves (paid in advance) | Pay-as-you-go | Debt Financing |
| City-owned Non-Market Housing     | Renewal   | 3 buildings: Roddan Lodge, Central Residence and Alexander Residence, all located in Downtown Eastside; total of 251 units  | \$32        | \$25  | \$7                       | \$0                   | \$7                                | \$0           | \$25           |
|                                   | Renovations   | Program to keep older facilities functional and efficient.  | \$0.75      | \$0.75  | \$0                       | \$0                   | \$0                                | \$0           | \$0.75         |
|                                   | Maintenance   | Replacement of building components, such as roof, mechanical, plumbing and electrical systems.  | \$4.25      | \$4.25  | \$0                       | \$0                   | \$0                                | \$0           | \$4.25         |
|                                   | Sub-total: asset renewal  |   | \$37        | \$30  | \$7                       | \$0                   | \$7                                | \$0           | \$30           |
|                                   | New housing   | Target: about 100 new units to be created. City contribution of about \$100,000 per unit. Note: in addition, about 665 units are anticipated as in-kind Community Amenity Contributions | \$10        | \$0   | \$10                      | \$0                   | \$10                               | \$0           | \$0            |
|                                   | Sub-total: new assets   |   | \$10        | \$0   | \$10                      | \$0                   | \$10                               | \$0           | \$0            |
|                                   | TOTAL   |   | \$47        | \$30  | \$17                      | \$0                   | \$17                               | \$0           | \$30           |
| Non-City-owned Non-Market Housing | Grants to upgrade Single Room Occupancy (SRO) Hotels owned or operated by non-profit agencies | Target: 400 rooms to be upgraded; City grant of \$5,000 per room.   | \$2         | \$0   | \$2                       | \$0                   | \$2                                | \$0           | \$0            |
|                                   | Sub-total: asset renewal  |   | \$2         | \$0   | \$2                       | \$0                   | \$2                                | \$0           | \$0            |
|                                   | New housing   | Target: about 1,785 new units to be created to created (1,150 on City land and 635 on non-City land). City contribution of about \$42,000 per unit.                                     | \$75        | \$0   | \$75                      | \$0                   | \$75                               | \$0           | \$0            |
|                                   | Sub-total: new assets   |   | \$75        | \$0   | \$75                      | \$0                   | \$75                               | \$0           | \$0            |
|                                   | TOTAL   |   | \$77        | \$0   | \$77                      | \$0                   | \$77                               | \$0           | \$0            |
| City-owned Market Housing         | Renewal   | No projects anticipated   | \$0         | \$0   | \$0                       | \$0                   | \$0                                | \$0           | \$0            |
|                                   | Renovations   | No projects anticipated   | \$0         | \$0   | \$0                       | \$0                   | \$0                                | \$0           | \$0            |
|                                   | Maintenance   | Replacement of building components, such as roof, mechanical, plumbing and electrical systems.  | \$1         | \$1   | \$0                       | \$0                   | \$1                                | \$0           | \$0            |
|                                   | Sub-total: asset renewal  |   | \$1         | \$1   | \$0                       | \$0                   | \$1                                | \$0           | \$0            |
|                                   | New housing   | No projects anticipated   | \$0         | \$0   | \$0                       | \$0                   | \$0                                | \$0           | \$0            |
|                                   | Sub-total: new assets   |   | \$0         | \$0   | \$0                       | \$0                   | \$0                                | \$0           | \$0            |
|                                   | TOTAL   |   | \$1         | \$1   | \$0                       | \$0                   | \$1                                | \$0           | \$0            |
| TOTAL                             | Asset renewal   |   | \$40        | \$31  | \$9                       | \$0                   | \$10                               | \$0           | \$30           |
|                                   | New assets  |   | \$85        | \$0   | \$85                      | \$0                   | \$85                               | \$0           | \$0            |
|                                   | TOTAL   |   | \$125       | \$31  | \$94                      | \$0                   | \$95                               | \$0           | \$30           |
|                                   |   |   | 25%         | 75%   | 0%                        |                       | 76%                                | 0%            | 24%            |

| Childcare                                   | Projects and/or Programs        | Additional details   | TOTAL       | Funding Sources ("who pays")                        |                           |                       | Financing Methods ("when to pay")  |               |                |
|---|---------------------------------|--|-------------|---|---------------------------|-----------------------|------------------------------------|---------------|----------------|
|   |                                 |  | \$ millions | Property Taxes, User Fees & Other Operating Funding | Development Contributions | Partner Contributions | Capital Reserves (paid in advance) | Pay-as-you-go | Debt Financing |
| Daycare & Preschool (0-4 years old)         | Renewal                         | Identified priorities: childcare at Britannia Centre plus one other facility.  | \$4.5       | \$4.5   | \$0                       | \$0                   | \$0                                | \$0           | \$4.5          |
|   | Renovations                     | No projects anticipated  | \$0         | \$0   | \$0                       | \$0                   | \$0                                | \$0           | \$0            |
|   | Maintenance                     | Replacement of building components, such as roof, mechanical, plumbing and electrical systems.   | \$0.5       | \$0.5   | \$0                       | \$0                   | \$0                                | \$0           | \$0.5          |
|   | <b>Sub-total: asset renewal</b> |  | <b>\$5</b>  | <b>\$5</b>  | <b>\$0</b>                | <b>\$0</b>            | <b>\$0</b>                         | <b>\$0</b>    | <b>\$5</b>     |
|   | New childcare                   | Target: 400 new spaces to be created; average City contribution of \$50,000 per space.<br>Note: in addition, about 100 spaces are anticipated as in-kind Community Amenity Contributions | \$20        | \$0   | \$20                      | \$0                   | \$20                               | \$0           | \$0            |
|   | <b>Sub-total: new assets</b>    |  | <b>\$20</b> | <b>\$0</b>  | <b>\$20</b>               | <b>\$0</b>            | <b>\$20</b>                        | <b>\$0</b>    | <b>\$0</b>     |
|   | <b>TOTAL</b>                    |  | <b>\$25</b> | <b>\$5</b>  | <b>\$20</b>               | <b>\$0</b>            | <b>\$20</b>                        | <b>\$0</b>    | <b>\$5</b>     |
| Before & After School Care (5-12 years old) | Renewal                         | No projects anticipated  | \$0         | \$0   | \$0                       | \$0                   | \$0                                | \$0           | \$0            |
|   | Renovations                     | No projects anticipated  | \$0         | \$0   | \$0                       | \$0                   | \$0                                | \$0           | \$0            |
|   | Maintenance                     | No projects anticipated  | \$0         | \$0   | \$0                       | \$0                   | \$0                                | \$0           | \$0            |
|   | <b>Sub-total: asset renewal</b> |  | <b>\$0</b>  | <b>\$0</b>  | <b>\$0</b>                | <b>\$0</b>            | <b>\$0</b>                         | <b>\$0</b>    | <b>\$0</b>     |
|   | New childcare                   | Target: 500 new spaces to be created; average City contribution of \$10,000 per space  | \$5         | \$0   | \$5                       | \$0                   | \$5                                | \$0           | \$0            |
|   | <b>Sub-total: new assets</b>    |  | <b>\$5</b>  | <b>\$0</b>  | <b>\$5</b>                | <b>\$0</b>            | <b>\$5</b>                         | <b>\$0</b>    | <b>\$0</b>     |
|   | <b>TOTAL</b>                    |  | <b>\$5</b>  | <b>\$0</b>  | <b>\$5</b>                | <b>\$0</b>            | <b>\$5</b>                         | <b>\$0</b>    | <b>\$0</b>     |
| TOTAL                                       | <b>Asset renewal</b>            |  | <b>\$5</b>  | <b>\$5</b>  | <b>\$0</b>                | <b>\$0</b>            | <b>\$0</b>                         | <b>\$0</b>    | <b>\$5</b>     |
|   | <b>New assets</b>               |  | <b>\$25</b> | <b>\$0</b>  | <b>\$25</b>               | <b>\$0</b>            | <b>\$25</b>                        | <b>\$0</b>    | <b>\$0</b>     |
|   | <b>TOTAL</b>                    |  | <b>\$30</b> | <b>\$5</b>  | <b>\$25</b>               | <b>\$0</b>            | <b>\$25</b>                        | <b>\$0</b>    | <b>\$5</b>     |
|   |                                 |  |             | <b>17%</b>  | <b>83%</b>                | <b>0%</b>             | <b>83%</b>                         | <b>0%</b>     | <b>17%</b>     |

| Parks, Open Spaces & Recreation   | Projects and/or Programs        | Additional details   | TOTAL          | Funding Sources ("who pays")                        |                           |                       | Financing Methods ("when to pay")  |               |                |
|-----------------------------------|---------------------------------|--|----------------|---|---------------------------|-----------------------|------------------------------------|---------------|----------------|
|                                   |                                 |  | \$ millions    | Property Taxes, User Fees & Other Operating Funding | Development Contributions | Partner Contributions | Capital Reserves (paid in advance) | Pay-as-you-go | Debt Financing |
| Parks & Open Spaces               | Maintenance and renewal         | - park renewals (\$2 M)<br>- urban forest & natural areas (\$3 M)<br>- seawall & waterfront (\$3.75 M)<br>- activity features (\$6.5 M)<br>- park buildings (\$6.25 M)<br>- park infrastructure (\$1.45 M) | \$22.95        | \$22.25   | \$0.7                     | \$0                   | \$2.7                              | \$2.3         | \$17.95        |
|                                   | <b>Sub-total: asset renewal</b> |  | \$22.95        | \$22.25   | \$0.7                     | \$0                   | \$2.7                              | \$2.3         | \$17.95        |
|                                   | New or expanded parks           | - new parks (\$35.5 M)<br>- urban forest & natural areas (\$7.2 M)<br>- seawall & waterfront (\$5.3 M)<br>- activity features (\$16.2 M)<br>- park buildings (\$0.8 M)<br>- park infrastructure (\$3.3 M)  | \$68.3         | \$0   | \$68.3                    | \$0                   | \$68.3                             | \$0           | \$0            |
|                                   | <b>Sub-total: new assets</b>    |  | \$68.3         | \$0   | \$68.3                    | \$0                   | \$68.3                             | \$0           | \$0            |
|                                   | <b>TOTAL</b>                    |  | <b>\$91.25</b> | <b>\$22.25</b>                                      | <b>\$69</b>               | <b>\$0</b>            | <b>\$71</b>                        | <b>\$2.3</b>  | <b>\$17.95</b> |
|                                   | Maintenance and restoration     | 2 significant restoration projects and up to 30 repair and maintenance projects  | \$1            | \$1   | \$0                       | \$0                   | \$1                                | \$0           | \$0            |
| Public Art                        | <b>Sub-total: asset renewal</b> |  | <b>\$1</b>     | <b>\$1</b>  | <b>\$0</b>                | <b>\$0</b>            | <b>\$1</b>                         | <b>\$0</b>    | <b>\$0</b>     |
|                                   | New public art                  | 6 or 7 new installations   | \$4            | \$2.5   | \$1.5                     | \$0                   | \$1.5                              | \$2.5         | \$0            |
|                                   | <b>Sub-total: new assets</b>    |  | <b>\$4</b>     | <b>\$2.5</b>  | <b>\$1.5</b>              | <b>\$0</b>            | <b>\$1.5</b>                       | <b>\$2.5</b>  | <b>\$0</b>     |
|                                   | <b>TOTAL</b>                    |  | <b>\$5</b>     | <b>\$3.5</b>  | <b>\$1.5</b>              | <b>\$0</b>            | <b>\$2.5</b>                       | <b>\$2.5</b>  | <b>\$0</b>     |
| Recreation Facilities             | Renewal                         | First phase of renewal of Britannia Centre   | \$25           | \$14  | \$11                      | \$0                   | \$11                               | \$0           | \$14           |
|                                   | Renovations                     | Program to keep older facilities functional and efficient.   | \$3.75         | \$3.75  | \$0                       | \$0                   | \$0                                | \$0           | \$3.75         |
|                                   | Maintenance                     | Replacement of building components, such as roof, mechanical, plumbing and electrical systems.   | \$15.75        | \$15.75   | \$0                       | \$0                   | \$0                                | \$0           | \$15.75        |
|                                   | <b>Sub-total: asset renewal</b> |  | <b>\$44.5</b>  | <b>\$33.5</b>                                       | <b>\$11</b>               | <b>\$0</b>            | <b>\$11</b>                        | <b>\$0</b>    | <b>\$33.5</b>  |
|                                   | New or expanded facilities      | No projects anticipated  | \$0            | \$0   | \$0                       | \$0                   | \$0                                | \$0           | \$0            |
|                                   | <b>Sub-total: new assets</b>    |  | <b>\$0</b>     | <b>\$0</b>  | <b>\$0</b>                | <b>\$0</b>            | <b>\$0</b>                         | <b>\$0</b>    | <b>\$0</b>     |
|                                   | <b>TOTAL</b>                    |  | <b>\$44.5</b>  | <b>\$33.5</b>                                       | <b>\$11</b>               | <b>\$0</b>            | <b>\$11</b>                        | <b>\$0</b>    | <b>\$33.5</b>  |
| Entertain & Exhibition Facilities | Renewal                         | Next phase of renewal at Hastings Park / Pacific National Exhibition (PNE)   | \$10           | \$7   | \$3                       | \$0                   | \$7                                | \$0           | \$3            |
|                                   | Renovations                     | No projects anticipated  | \$0            | \$0   | \$0                       | \$0                   | \$0                                | \$0           | \$0            |
|                                   | Maintenance                     | Replacement of building components, such as roof, mechanical, plumbing and electrical systems.   | \$3.75         | \$3.75  | \$0                       | \$0                   | \$0                                | \$0           | \$3.75         |
|                                   | <b>Sub-total: asset renewal</b> |  | <b>\$13.75</b> | <b>\$10.75</b>                                      | <b>\$3</b>                | <b>\$0</b>            | <b>\$7</b>                         | <b>\$0</b>    | <b>\$6.75</b>  |
|                                   | New or expanded facilities      | No projects anticipated  | \$0            | \$0   | \$0                       | \$0                   | \$0                                | \$0           | \$0            |
|                                   | <b>Sub-total: new assets</b>    |  | <b>\$0</b>     | <b>\$0</b>  | <b>\$0</b>                | <b>\$0</b>            | <b>\$0</b>                         | <b>\$0</b>    | <b>\$0</b>     |
|                                   | <b>TOTAL</b>                    |  | <b>\$13.75</b> | <b>\$10.75</b>                                      | <b>\$3</b>                | <b>\$0</b>            | <b>\$7</b>                         | <b>\$0</b>    | <b>\$6.75</b>  |
| TOTAL                             | <b>Asset renewal</b>            |  | <b>\$82.2</b>  | <b>\$67.5</b>                                       | <b>\$14.7</b>             | <b>\$0</b>            | <b>\$21.7</b>                      | <b>\$2.3</b>  | <b>\$58.2</b>  |
|                                   | <b>New assets</b>               |  | <b>\$72.3</b>  | <b>\$2.5</b>  | <b>\$69.8</b>             | <b>\$0</b>            | <b>\$69.8</b>                      | <b>\$2.5</b>  | <b>\$0</b>     |
|                                   | <b>TOTAL</b>                    |  | <b>\$154.5</b> | <b>\$70</b>   | <b>\$84.5</b>             | <b>\$0</b>            | <b>\$91.5</b>                      | <b>\$4.8</b>  | <b>\$58.2</b>  |
|                                   |                                 |  |                | <b>45%</b>  | <b>55%</b>                | <b>0%</b>             | <b>59%</b>                         | <b>3%</b>     | <b>38%</b>     |

| Community Facilities | Projects and/or Programs        | Additional details   | TOTAL<br>\$ millions | Funding Sources ("who pays")                        |                           |                       | Financing Methods ("when to pay")  |               |                |
|----------------------|---------------------------------|--|----------------------|---|---------------------------|-----------------------|------------------------------------|---------------|----------------|
|                      |                                 |  |                      | Property Taxes, User Fees & Other Operating Funding | Development Contributions | Partner Contributions | Capital Reserves (paid in advance) | Pay-as-you-go | Debt Financing |
| Libraries & Archives | Renewal                         | No projects anticipated  | \$0                  | \$0   | \$0                       | \$0                   | \$0                                | \$0           | \$0            |
|                      | Renovations                     | Program to keep older facilities functional and efficient.                                     | \$2.25               | \$2.25  | \$0                       | \$0                   | \$0                                | \$0           | \$2.25         |
|                      | Maintenance                     | Replacement of building components, such as roof, mechanical, plumbing and electrical systems. | \$1.75               | \$1.75  | \$0                       | \$0                   | \$0                                | \$0           | \$1.75         |
|                      | <b>Sub-total: asset renewal</b> |  | \$4                  | \$4   | \$0                       | \$0                   | \$0                                | \$0           | \$4            |
|                      | New or expanded facilities      | Expansion of Central Library onto levels 8 & 9 and making rooftop garden publicly accessible   | \$15                 | \$0   | \$9                       | \$6                   | \$9                                | \$6           | \$0            |
|                      | <b>Sub-total: new assets</b>    |  | \$15                 | \$0   | \$9                       | \$6                   | \$9                                | \$6           | \$0            |
|                      | <b>TOTAL</b>                    |  | \$19                 | \$4   | \$9                       | \$6                   | \$9                                | \$6           | \$4            |
| Social Facilities    | Renewal                         | Renewal of Evelyne Saller Centre in Downtown Eastside  | \$5                  | \$4   | \$1                       | \$0                   | \$1                                | \$0           | \$4            |
|                      | Renovations                     | Program to keep older facilities functional and efficient.                                     | \$3.25               | \$3.25  | \$0                       | \$0                   | \$0                                | \$0           | \$3.25         |
|                      | Maintenance                     | Replacement of building components, such as roof, mechanical, plumbing and electrical systems. | \$1.75               | \$1.75  | \$0                       | \$0                   | \$0                                | \$0           | \$1.75         |
|                      | <b>Sub-total: asset renewal</b> |  | \$10                 | \$9   | \$1                       | \$0                   | \$1                                | \$0           | \$9            |
|                      | New or expanded facilities      | New home for Qmunity in West End   | \$10                 | \$0   | \$10                      | \$0                   | \$10                               | \$0           | \$0            |
|                      | <b>Sub-total: new assets</b>    |  | \$10                 | \$0   | \$10                      | \$0                   | \$10                               | \$0           | \$0            |
|                      | <b>TOTAL</b>                    |  | \$20                 | \$9   | \$11                      | \$0                   | \$11                               | \$0           | \$9            |
| Cultural Facilities  | Renewal                         | No projects anticipated  | \$0                  | \$0   | \$0                       | \$0                   | \$0                                | \$0           | \$0            |
|                      | Renovations                     | Program to keep older facilities functional and efficient.                                     | \$1.5                | \$1.5   | \$0                       | \$0                   | \$0                                | \$0           | \$1.5          |
|                      | Maintenance                     | Replacement of building components, such as roof, mechanical, plumbing and electrical systems. | \$4.25               | \$4.25  | \$0                       | \$0                   | \$0                                | \$0           | \$4.25         |
|                      | <b>Sub-total: asset renewal</b> |  | \$5.75               | \$5.75  | \$0                       | \$0                   | \$0                                | \$0           | \$5.75         |
|                      | New or expanded facilities      | No projects anticipated  | \$0                  | \$0   | \$0                       | \$0                   | \$0                                | \$0           | \$0            |
|                      | <b>Sub-total: new assets</b>    |  | \$0                  | \$0   | \$0                       | \$0                   | \$0                                | \$0           | \$0            |
|                      | <b>TOTAL</b>                    |  | \$5.75               | \$5.75  | \$0                       | \$0                   | \$0                                | \$0           | \$5.75         |
| Granting Programs    | Renewal                         | - Social grants  |                      |   |                           |                       |                                    |               |                |
|                      | Renovations                     | - Cultural grants  |                      |   |                           |                       |                                    |               |                |
|                      | Maintenance                     | - Mural program  |                      |   |                           |                       |                                    |               |                |
|                      | Planning & studies              | - Downtown Eastside Capital Program  |                      |   |                           |                       |                                    |               |                |
|                      |                                 | - Heritage façade grants   |                      |   |                           |                       |                                    |               |                |
|                      | <b>Sub-total: asset renewal</b> |  | \$10                 | \$10  | \$0                       | \$0                   | \$0                                | \$10          | \$0            |
|                      | New or expanded facilities      | No projects anticipated  | \$0                  | \$0   | \$0                       | \$0                   | \$0                                | \$0           | \$0            |
| TOTAL                | <b>Sub-total: new assets</b>    |  | \$0                  | \$0   | \$0                       | \$0                   | \$0                                | \$0           | \$0            |
|                      | <b>TOTAL</b>                    |  | \$10                 | \$10  | \$0                       | \$0                   | \$0                                | \$10          | \$0            |
|                      | <b>Asset renewal</b>            |  | <b>\$29.75</b>       | <b>\$28.75</b>                                      | <b>\$1</b>                | <b>\$0</b>            | <b>\$1</b>                         | <b>\$10</b>   | <b>\$18.75</b> |
|                      | <b>New assets</b>               |  | <b>\$25</b>          | <b>\$0</b>  | <b>\$19</b>               | <b>\$6</b>            | <b>\$19</b>                        | <b>\$6</b>    | <b>\$0</b>     |
| <b>TOTAL</b>         |                                 |  | <b>\$54.75</b>       | <b>\$28.75</b>                                      | <b>\$20</b>               | <b>\$6</b>            | <b>\$20</b>                        | <b>\$16</b>   | <b>\$18.75</b> |
|                      |                                 |  |                      | 53%   | 37%                       | 11%                   | 37%                                | 29%           | 34%            |

| Civic Facilities                          | Projects and/or Programs                     | Additional details   | TOTAL          | Funding Sources ("who pays")                        |                           |                       | Financing Methods ("when to pay")  |               |                |
|---|--|--|----------------|---|---------------------------|-----------------------|------------------------------------|---------------|----------------|
|   |  |  | \$ millions    | Property Taxes, User Fees & Other Operating Funding | Development Contributions | Partner Contributions | Capital Reserves (paid in advance) | Pay-as-you-go | Debt Financing |
| Public Safety Facilities                  | Renewal                                      | Renewal of Fire Hall #17 at Knight Street & 55th Avenue  | \$15           | \$15  | \$0                       | \$0                   | \$0                                | \$0           | \$15           |
|   | Renovations                                  | Program to keep older facilities functional and efficient.                                     | \$1.75         | \$1.75  | \$0                       | \$0                   | \$0                                | \$0           | \$1.75         |
|   | Maintenance                                  | Replacement of building components, such as roof, mechanical, plumbing and electrical systems. | \$5.5          | \$5.5   | \$0                       | \$0                   | \$0                                | \$0           | \$5.5          |
|   | <b>Sub-total: asset renewal</b>              |  | \$22.25        | \$22.25   | \$0                       | \$0                   | \$0                                | \$0           | \$22.25        |
|   | New or expanded facilities                   | No projects anticipated  | \$0            | \$0   | \$0                       | \$0                   | \$0                                | \$0           | \$0            |
|   | <b>Sub-total: new assets</b>                 |  | \$0            | \$0   | \$0                       | \$0                   | \$0                                | \$0           | \$0            |
|   | <b>TOTAL</b>                                 |  | \$22.25        | \$22.25   | \$0                       | \$0                   | \$0                                | \$0           | \$22.25        |
| Administrative Facilities & Service Yards | Renewal                                      | No projects anticipated  | \$0            | \$0   | \$0                       | \$0                   | \$0                                | \$0           | \$0            |
|   | Renovations                                  | Program to keep older facilities functional and efficient.                                     | \$1.75         | \$1.75  | \$0                       | \$0                   | \$0                                | \$0           | \$1.75         |
|   | Maintenance                                  | Replacement of building components, such as roof, mechanical, plumbing and electrical systems. | \$4.25         | \$4.25  | \$0                       | \$0                   | \$0                                | \$0           | \$4.25         |
|   | <b>Sub-total: asset renewal</b>              |  | \$6            | \$6   | \$0                       | \$0                   | \$0                                | \$0           | \$6            |
|   | New or expanded facilities                   | No projects anticipated  | \$0            | \$0   | \$0                       | \$0                   | \$0                                | \$0           | \$0            |
|   | <b>Sub-total: new assets</b>                 |  | \$0            | \$0   | \$0                       | \$0                   | \$0                                | \$0           | \$0            |
|   | <b>TOTAL</b>                                 |  | \$6            | \$6   | \$0                       | \$0                   | \$0                                | \$0           | \$6            |
| All City Facilities                       | Planning and studies for all City facilities |  | \$3.5          | \$3.5   | \$0                       | \$0                   | \$0                                | \$3.5         | \$0            |
|   | Renovations to all City facilities           | Program to address issues on a city-wide basis (e.g. accessibility improvements).              | \$0.5          | \$0.5   | \$0                       | \$0                   | \$0                                | \$0           | \$0.5          |
|   | Maintenance of all City facilities           | Program to address issues on a city-wide basis (e.g. hazardous material abatement).            | \$3.5          | \$3.5   | \$0                       | \$0                   | \$0                                | \$1.5         | \$2.0          |
|   | <b>Sub-total: asset renewal</b>              |  | \$7.5          | \$7.5   | \$0                       | \$0                   | \$0                                | \$5           | \$2.5          |
|   | <b>TOTAL</b>                                 |  | \$7.5          | \$7.5   | \$0                       | \$0                   | \$0                                | \$5           | \$2.5          |
|   | <b>Asset renewal</b>                         |  | <b>\$35.75</b> | <b>\$35.75</b>                                      | <b>\$0</b>                | <b>\$0</b>            | <b>\$0</b>                         | <b>\$5</b>    | <b>\$30.75</b> |
| TOTAL                                     | <b>New assets</b>                            |  | <b>\$0</b>     | <b>\$0</b>  | <b>\$0</b>                | <b>\$0</b>            | <b>\$0</b>                         | <b>\$0</b>    | <b>\$0</b>     |
|   | <b>TOTAL</b>                                 |  | <b>\$35.75</b> | <b>\$35.75</b>                                      | <b>\$0</b>                | <b>\$0</b>            | <b>\$0</b>                         | <b>\$5</b>    | <b>\$30.75</b> |
|   |  |  |                | 100%  | 0%                        | 0%                    | 0%                                 | 14%           | 86%            |

## 2015-2018 Capital Plan - Funding Strategy

| Transportation     | Projects and/or Programs                         | Additional details   | TOTAL       | Funding Sources ("who pays")                        |                           |                       | Financing Methods ("when to pay")  |               |                |
|--------------------|--|--|-------------|---|---------------------------|-----------------------|------------------------------------|---------------|----------------|
|                    |  |  | \$ millions | Property Taxes, User Fees & Other Operating Funding | Development Contributions | Partner Contributions | Capital Reserves (paid in advance) | Pay-as-you-go | Debt Financing |
| Walking & Cycling  | Renewal of walking & cycling infrastructure      | - reconstruction of about 6 km of sidewalk (\$4 M)<br>- replacement of about 12 ped-bike signals (\$3 M)<br>- maintenance & repairs of pedestrian bridges (\$2 M)<br>- reconstruction of about 260 curb ramps (\$1.3 M)  | \$10.3      | \$10.3  | \$0                       | \$0                   | \$1                                | \$0.1         | \$9.2          |
|                    | Sub-total: asset renewal                         |  | \$10.3      | \$10.3  | \$0                       | \$0                   | \$1                                | \$0.1         | \$9.2          |
|                    | New or upgraded walking & cycling infrastructure | - new or upgraded Active Transportation Corridors (\$26 M), including False Creek Bridges<br>- installation of about 12 new ped-bike signals (\$3.5 M)<br>- pedestrian safety improvements along arterials and near schools (\$2 M)<br>- about 2 km of new sidewalk (\$1 M)<br>- street activity initiatives (\$1 M)   | \$33.5      | \$0   | \$24.8                    | \$8.7                 | \$24.8                             | \$8.7         | \$0            |
|                    | Sub-total: new assets                            |  | \$33.5      | \$0   | \$24.8                    | \$8.7                 | \$24.8                             | \$8.7         | \$0            |
|                    | TOTAL  |  | \$43.8      | \$10.3  | \$24.8                    | \$8.7                 | \$25.8                             | \$8.8         | \$9.2          |
| Transit            | Renewal of transit infrastructure                | - replacement of 1 ferry dock (\$1 M)<br>- decommission portions of downtown historic railway (\$0.4 M)  | \$1.4       | \$1.4   | \$0                       | \$0                   | \$0                                | \$0.4         | \$1            |
|                    | Sub-total: asset renewal                         |  | \$1.4       | \$1.4   | \$0                       | \$0                   | \$0                                | \$0.4         | \$1            |
|                    | New or upgraded transit infrastructure           | - transit improvements (\$2 M), including implementation of Downtown Bus Service Review  | \$2         | \$0   | \$1                       | \$1                   | \$1                                | \$1           | \$0            |
|                    | Sub-total: new assets                            |  | \$2         | \$0   | \$1                       | \$1                   | \$1                                | \$1           | \$0            |
|                    | TOTAL  |  | \$3.4       | \$1.4   | \$1                       | \$1                   | \$1                                | \$1.4         | \$1            |
| Roads              | Renewal of road infrastructure                   | - repaving of about 33 km of major roads (\$39.5 M), including Water Street in Gastown<br>- next phase of Burrard Bridge rehabilitation (\$20 M)<br>- replacement of about 3,800 street lighting poles (\$12.5 M)<br>- replacement of about 10 traffic signals (\$8 M)<br>- repaving of about 45 km of local roads and lanes (\$7.3 M)<br>- maintenance & repairs of vehicular bridges (\$2 M) | \$89.3      | \$66.55   | \$0                       | \$22.75               | \$4.5                              | \$22.75       | \$62.05        |
|                    | Sub-total: asset renewal                         |  | \$89.3      | \$66.55   | \$0                       | \$22.75               | \$4.5                              | \$22.75       | \$62.05        |
|                    | New or upgraded road infrastructure              | - BC Hydro 'H frame' project downtown (\$1.2 M)<br>- installation of new traffic calming in various neighbourhoods across Vancouver (\$2 M)<br>- installation of additional street lighting (\$0.8 M)  | \$4         | \$1.2   | \$2.8                     | \$0                   | \$2.8                              | \$0           | \$1.2          |
|                    | Sub-total: new assets                            |  | \$4         | \$1.2   | \$2.8                     | \$0                   | \$2.8                              | \$0           | \$1.2          |
|                    | TOTAL  |  | \$93.3      | \$67.75   | \$2.8                     | \$22.75               | \$7.3                              | \$22.75       | \$63.25        |
| Parking            | Renewal of parking infrastructure                | - maintenance and renovations at parkades (\$1.75 M)<br>- replacement of about 1,000 parking meters (\$1 M)  | \$2.75      | \$2.75  | \$0                       | \$0                   | \$2.75                             | \$0           | \$0            |
|                    | Sub-total: asset renewal                         |  | \$2.75      | \$2.75  | \$0                       | \$0                   | \$2.75                             | \$0           | \$0            |
|                    | New or upgraded parking infrastructure           | - installation of about 700 new parking meters (\$0.75 M)  | \$0.75      | \$0.75  | \$0                       | \$0                   | \$0.75                             | \$0           | \$0            |
|                    | Sub-total: new assets                            |  | \$0.75      | \$0.75  | \$0                       | \$0                   | \$0.75                             | \$0           | \$0            |
|                    | TOTAL  |  | \$3.5       | \$3.5   | \$0                       | \$0                   | \$3.5                              | \$0           | \$0            |
| All Transportation | Planning and studies for transportation          |  | \$6         | \$6   | \$0                       | \$0                   | \$0                                | \$6           | \$0            |
|                    | Sub-total: asset renewal                         |  | \$6         | \$6   | \$0                       | \$0                   | \$0                                | \$6           | \$0            |
|                    | TOTAL  |  | \$6         | \$6   | \$0                       | \$0                   | \$0                                | \$6           | \$0            |
| TOTAL              | Asset renewal                                    |  | \$109.75    | \$87  | \$0                       | \$22.75               | \$8.25                             | \$29.25       | \$72.25        |
|                    | New assets                                       |  | \$40.25     | \$1.95  | \$28.6                    | \$9.7                 | \$29.35                            | \$9.7         | \$1.2          |
|                    | TOTAL  |  | \$150       | \$88.95   | \$28.6                    | \$32.45               | \$37.6                             | \$38.95       | \$73.45        |
|                    |  |  |             | 59%   | 19%                       | 22%                   | 25%                                | 26%           | 49%            |

## 2015-2018 Capital Plan - Funding Strategy

| Utilities                 | Projects and/or Programs                            | Additional details  | TOTAL           | Funding Sources ("who pays")                        |                           |                       | Financing Methods ("when to pay")  |                 |                |
|---------------------------|---|---|-----------------|---|---------------------------|-----------------------|------------------------------------|-----------------|----------------|
|                           |   |   | \$ millions     | Property Taxes, User Fees & Other Operating Funding | Development Contributions | Partner Contributions | Capital Reserves (paid in advance) | Pay-as-you-go   | Debt Financing |
| Waterworks                | Renewal of waterworks infrastructure                | - replacement of 30 to 35 km of water mains (\$40 M)<br>- maintenance and replacement of smaller waterworks components (\$3.25 M)<br>- planning, research & studies (\$1 M)   | \$44.25         | \$44.25   | \$0                       | \$0                   | \$0                                | \$39.75         | \$4.5          |
|                           | <b>Sub-total: asset renewal</b>                     |   | \$44.25         | \$44.25   | \$0                       | \$0                   | \$0                                | \$39.75         | \$4.5          |
|                           | New or upgraded waterworks infrastructure           | - water main extensions to serve growth areas (\$0.6 M)<br>- installation of 12 new drinking fountains (\$0.25 M)   | \$1             | \$0.25  | \$0.75                    | \$0                   | \$0.75                             | \$0.25          | \$0            |
|                           | <b>Sub-total: new assets</b>                        |   | \$1             | \$0.25  | \$0.75                    | \$0                   | \$0.75                             | \$0.25          | \$0            |
|                           | <b>TOTAL</b>  |   | \$45.25         | \$44.5  | \$0.75                    | \$0                   | \$0.75                             | \$40            | \$4.5          |
| Sewers                    | Renewal of sewer infrastructure                     | - replacement of 60 km of combined sewer mains with 120 km of separated sewer mains (\$130 M)<br>- replacement and/or upgrading of 4 sewer pump stations (\$10 M)<br>- sewer separation on private property (\$2.75 M)<br>- planning, research & studies (\$2.25 M) | \$145           | \$123   | \$0                       | \$22                  | \$0                                | \$22            | \$123          |
|                           | <b>Sub-total: asset renewal</b>                     |   | \$145           | \$123   | \$0                       | \$22                  | \$0                                | \$22            | \$123          |
|                           | New or upgraded sewer infrastructure                | - sewer main upgrades to serve growth areas (\$3 M)   | \$3             | \$1.5   | \$1.5                     | \$0                   | \$1.5                              | \$0             | \$1.5          |
|                           | <b>Sub-total: new assets</b>                        |   | \$3             | \$1.5   | \$1.5                     | \$0                   | \$1.5                              | \$0             | \$1.5          |
|                           | <b>TOTAL</b>  |   | \$148           | \$124.5   | \$1.5                     | \$22                  | \$1.5                              | \$22            | \$124.5        |
| Water & Sewer Connections | Renewal of water & sewer connections                | - replacement of 5,000 to 6,000 water/sewer connections (\$64 M)<br>- replacement of about 2,500 water meters (\$2.5 M)   | \$66.5          | \$8.5   | \$58                      | \$0                   | \$0                                | \$58            | \$8.5          |
|                           | <b>Sub-total: asset renewal</b>                     |   | \$66.5          | \$8.5   | \$58                      | \$0                   | \$0                                | \$58            | \$8.5          |
|                           | New or upgraded water & sewer connections           | - installation of about 5,000 new water meters (\$5.25 M)   | \$5.25          | \$0   | \$5.25                    | \$0                   | \$0                                | \$5.25          | \$0            |
|                           | <b>Sub-total: new assets</b>                        |   | \$5.25          | \$0   | \$5.25                    | \$0                   | \$0                                | \$5.25          | \$0            |
|                           | <b>TOTAL</b>  |   | \$71.75         | \$8.5   | \$63.25                   | \$0                   | \$0                                | \$63.25         | \$8.5          |
| Solid Waste               | Renewal of solid waste infrastructure               | No projects anticipated   | \$0             | \$0   | \$0                       | \$0                   | \$0                                | \$0             | \$0            |
|                           | <b>Sub-total: asset renewal</b>                     |   | \$0             | \$0   | \$0                       | \$0                   | \$0                                | \$0             | \$0            |
|                           | New or upgraded solid waste infrastructure          | - closure and installation of gas collection infrastructure at the landfill in Delta (\$50 M), including portions of 'Phase 3' and 'Western 40 hectares' areas  | \$50            | \$37.5  | \$0                       | \$12.5                | \$37.5                             | \$12.5          | \$0            |
|                           | <b>Sub-total: new assets</b>                        |   | \$50            | \$37.5  | \$0                       | \$12.5                | \$37.5                             | \$12.5          | \$0            |
|                           | <b>TOTAL</b>  |   | \$50            | \$37.5  | \$0                       | \$12.5                | \$37.5                             | \$12.5          | \$0            |
| Neighbourhood Energy      | Renewal of neighbourhood energy infrastructure      | No projects anticipated   | \$0             | \$0   | \$0                       | \$0                   | \$0                                | \$0             | \$0            |
|                           | <b>Sub-total: asset renewal</b>                     |   | \$0             | \$0   | \$0                       | \$0                   | \$0                                | \$0             | \$0            |
|                           | New or upgraded neighbourhood energy infrastructure | - expansion of neighbourhood energy centre and infrastructure to connect 10 to 15 new buildings to City-owned neighbourhood energy system in Southeast False Creek (\$10 M)   | \$10            | \$10  | \$0                       | \$0                   | \$0                                | \$0             | \$10           |
|                           | <b>Sub-total: new assets</b>                        |   | \$10            | \$10  | \$0                       | \$0                   | \$0                                | \$0             | \$10           |
|                           | <b>TOTAL</b>  |   | \$10            | \$10  | \$0                       | \$0                   | \$0                                | \$0             | \$10           |
| TOTAL                     | <b>Asset renewal</b>                                |   | <b>\$255.75</b> | <b>\$175.75</b>                                     | <b>\$58</b>               | <b>\$22</b>           | <b>\$0</b>                         | <b>\$119.75</b> | <b>\$136</b>   |
|                           | <b>New assets</b>                                   |   | <b>\$69.25</b>  | <b>\$49.25</b>                                      | <b>\$7.5</b>              | <b>\$12.5</b>         | <b>\$39.75</b>                     | <b>\$18</b>     | <b>\$11.5</b>  |
|                           | <b>TOTAL</b>  |   | <b>\$325</b>    | <b>\$225</b>  | <b>\$65.5</b>             | <b>\$34.5</b>         | <b>\$39.75</b>                     | <b>\$137.75</b> | <b>\$147.5</b> |
|                           |   |   |                 | 69%   | 20%                       | 11%                   | 12%                                | 42%             | 45%            |

| Equipment & Technology | Projects and/or Programs                              | Additional details  | TOTAL       | Funding Sources ("who pays")                        |                           |                       | Financing Methods ("when to pay")  |               |                |
|------------------------|---|---|-------------|---|---------------------------|-----------------------|------------------------------------|---------------|----------------|
|                        |   |   | \$ millions | Property Taxes, User Fees & Other Operating Funding | Development Contributions | Partner Contributions | Capital Reserves (paid in advance) | Pay-as-you-go | Debt Financing |
| Vehicles & Equipment   | Renewal of vehicles and equipment                     | - replacement of 625 to 725 vehicles  | \$60        | \$60  | \$0                       | \$0                   | \$60                               | \$0           | \$0            |
|                        | <b>Sub-total: asset renewal</b>                       |   | \$60        | \$60  | \$0                       | \$0                   | \$60                               | \$0           | \$0            |
|                        | New vehicles and equipment                            | None anticipated  | \$0         | \$0   | \$0                       | \$0                   | \$0                                | \$0           | \$0            |
|                        | <b>Sub-total: new assets</b>                          |   | \$0         | \$0   | \$0                       | \$0                   | \$0                                | \$0           | \$0            |
|                        | <b>TOTAL</b>  |   | \$60        | \$60  | \$0                       | \$0                   | \$60                               | \$0           | \$0            |
| Information Technology | Renewal of information technology infrastructure      | - ongoing replacement of hardware (\$30 M)<br>- replacement of major applications (\$15 M), including SAFARI recreation system and fleet management system.                   | \$45        | \$45  | \$0                       | \$0                   | \$0                                | \$38.15       | \$6.85         |
|                        | <b>Sub-total: asset renewal</b>                       |   | \$45        | \$45  | \$0                       | \$0                   | \$0                                | \$38.15       | \$6.85         |
|                        | New or upgraded information technology infrastructure | - new technology, including implementation of City's Digital Strategy (e.g. WI-FI expansion and mobile technology), geo-remote data centre, new business system technologies. | \$10        | \$10  | \$0                       | \$0                   | \$0                                | \$10          | \$0            |
|                        | <b>Sub-total: new assets</b>                          |   | \$10        | \$10  | \$0                       | \$0                   | \$0                                | \$10          | \$0            |
|                        | <b>TOTAL</b>  |   | \$55        | \$55  | \$0                       | \$0                   | \$0                                | \$48.15       | \$6.85         |
| TOTAL                  | <b>Asset renewal</b>                                  |   | \$105       | \$105   | \$0                       | \$0                   | \$60                               | \$38.15       | \$6.85         |
|                        | <b>New assets</b>                                     |   | \$10        | \$10  | \$0                       | \$0                   | \$0                                | \$10          | \$0            |
|                        | <b>TOTAL</b>  |   | \$115       | \$115   | \$0                       | \$0                   | \$60                               | \$48.15       | \$6.85         |
|                        |   |   |             | 100%  | 0%                        | 0%                    | 52%                                | 42%           | 6%             |

| Emerging Priorities   | Projects and/or Programs                        | Additional details  | TOTAL       | Funding Sources ("who pays")                        |                           |                       | Financing Methods ("when to pay")  |               |                |
|-----------------------|---|---|-------------|---|---------------------------|-----------------------|------------------------------------|---------------|----------------|
|                       |   |   | \$ millions | Property Taxes, User Fees & Other Operating Funding | Development Contributions | Partner Contributions | Capital Reserves (paid in advance) | Pay-as-you-go | Debt Financing |
| Emerging Priorities   | Renewal of existing facilities & infrastructure | - provision to fulfil Council/Board strategic priorities over 4-year period (4.5% of program spending)<br><br>- identified priority: renewal of Marpole-Oakridge Community Centre, subject to final decisions on project scope and location | \$45        | \$27  | \$18                      | \$0                   | \$18                               | \$15          | \$12           |
|                       | <b>Sub-total: asset renewal</b>                 |   | \$45        | \$27  | \$18                      | \$0                   | \$18                               | \$15          | \$12           |
|                       | New or expanded facilities or infrastructure    | - provision to fulfil Council/Board strategic priorities over 4-year period (3% of program spending)  | \$30        | \$0   | \$30                      | \$0                   | \$30                               | \$0           | \$0            |
|                       | <b>Sub-total: new assets</b>                    |   | \$30        | \$0   | \$30                      | \$0                   | \$30                               | \$0           | \$0            |
| Inflation Contingency | Inflation contingency                           | - provision for cost escalation over 4 year period (1% of program spending)   | \$10        | \$10  | \$0                       | \$0                   | \$0                                | \$10          | \$0            |
|                       | <b>Sub-total: asset renewal</b>                 |   | \$10        | \$10  | \$0                       | \$0                   | \$0                                | \$10          | \$0            |
|                       | <b>TOTAL</b>                                    |   | \$10        | \$10  | \$0                       | \$0                   | \$0                                | \$10          | \$0            |
|                       |   |   |             |   |                           |                       |                                    |               |                |
| City-wide Overhead    | City-wide overhead                              | - transaction fees associated with each debenture<br>- internal legal and finance resources support the Capital Plan  | \$10        | \$10  | \$0                       | \$0                   | \$0                                | \$10          | \$0            |
|                       | <b>Sub-total: asset renewal</b>                 |   | \$10        | \$10  | \$0                       | \$0                   | \$0                                | \$10          | \$0            |
|                       | <b>TOTAL</b>                                    |   | \$10        | \$10  | \$0                       | \$0                   | \$0                                | \$10          | \$0            |
|                       |   |   |             |   |                           |                       |                                    |               |                |
| TOTAL                 | <b>Asset renewal</b>                            |   | <b>\$65</b> | <b>\$47</b>   | <b>\$18</b>               | <b>\$0</b>            | <b>\$18</b>                        | <b>\$35</b>   | <b>\$12</b>    |
|                       | <b>New assets</b>                               |   | <b>\$30</b> | <b>\$0</b>  | <b>\$30</b>               | <b>\$0</b>            | <b>\$30</b>                        | <b>\$0</b>    | <b>\$0</b>     |
|                       | <b>TOTAL</b>                                    |   | <b>\$95</b> | <b>\$47</b>   | <b>\$48</b>               | <b>\$0</b>            | <b>\$48</b>                        | <b>\$35</b>   | <b>\$12</b>    |
|                       |   |   |             | <b>49%</b>  | <b>51%</b>                | <b>0%</b>             | <b>51%</b>                         | <b>37%</b>    | <b>13%</b>     |

**APPENDIX C – 2015-2018 Capital Plan**  
**Borrowing Authority Questions for Municipal Election Ballot**

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1

**1. PARKS AND RECREATION**

This question seeks authority to borrow funds to be used in carrying out the basic capital works program with respect to Parks and Recreation.

*Are you in favor of Council having the authority, without further assent of the electors, to pass by-laws between January 1, 2015 and December 31, 2018 to borrow an aggregate \$58,200,000 for the following purposes?*

**A. Parks**

To provide for major maintenance, upgrading or replacement of existing parks and features within parks, such as pathways, playgrounds and playfields, that are beyond economical repair or no longer meet operational requirements..... \$ 17,950,000

**B. Recreation and Exhibition Facilities**

To provide for major maintenance, upgrading or replacement of existing recreational, entertainment and exhibition facilities that are beyond economical repair or no longer meet operational requirements, and provision of new recreational facilities to serve Vancouver's growing population

..... \$ 40,250,000

**Total..... \$ 58,200,000**

*If this question receives the assent of the electors, Council has the power, without further assent of the electors, to pass by-laws, as and when Council considers appropriate, to borrow money for the projects described up to \$58,200,000.*

**2. PUBLIC SAFETY & PUBLIC WORKS**

This question seeks authority to borrow funds to be used in carrying out the basic capital works program with respect to Public Safety and Public Works.

*Are you in favor of Council having the authority, without further assent of the electors, to pass by-laws between January 1, 2015 and December 31, 2018 to borrow an aggregate \$95,700,000 for the following purposes?*

**A. Public Safety Facilities**

To provide for major maintenance, upgrading or replacement of existing public safety facilities, such as fire halls and police buildings, that are beyond economical repair or no longer meet operational requirements..... \$ 22,250,000

**APPENDIX C – 2015-2018 Capital Plan**  
**Borrowing Authority Questions for Municipal Election Ballot**

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2

**B. Street and Bridge Infrastructure**

To provide for major maintenance, reconstruction and enhancement of the arterial and neighborhood transportation networks, greenways and cycle routes, and to undertake major maintenance of bridges and other structures..... \$ 56,450,000

**C. Street Lighting, Traffic Signals and Communications Systems**

To provide for major maintenance, replacement and expansion of the street lighting, traffic signal and communications systems that are beyond economical repair or no longer meet operational requirements ..... \$ 17,000,000

**Total..... \$ 95,700,000**

*If this question receives the assent of the electors, Council has the power, without further assent of the electors, to pass by-laws, as and when Council considers appropriate, to borrow money for the projects described up to \$95,700,000.*

**3. COMMUNITY AND CIVIC FACILITIES**

This question seeks authority to borrow funds to be used in carrying out the basic capital works program with respect to Community and Civic Facilities.

*Are you in favor of Council having the authority, without further assent of the electors, to pass by-laws between January 1, 2015 and December 31, 2018 to borrow an aggregate \$81,100,000 for the following purposes?*

**A. Community Facilities**

To provide for major maintenance, upgrading or replacement of existing community facilities, such as libraries, cultural facilities, affordable housing, social facilities and childcare centres, that are beyond economical repair or no longer meet operational requirements, and provision of new community facilities to serve Vancouver's growing population

..... \$ 59,750,000

**B. Civic Facilities and Infrastructure**

To provide for major maintenance, upgrading or replacement of existing civic facilities and infrastructure, such as information technology systems, civic offices and maintenance yards, that are beyond economical repair or no longer meet operational requirements.....\$ 21,350,000

APPENDIX C - 2015-2018 Capital Plan  
Borrowing Authority Questions for Municipal Election Ballot

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3

Total..... \$ 81,100,000

*If this question receives the assent of the electors, Council has the power, without further assent of the electors, to pass by-laws, as and when Council considers appropriate, to borrow money for the projects described up to \$81,100,000.*

# BUILDING THE CITY OF TODAY & TOMORROW

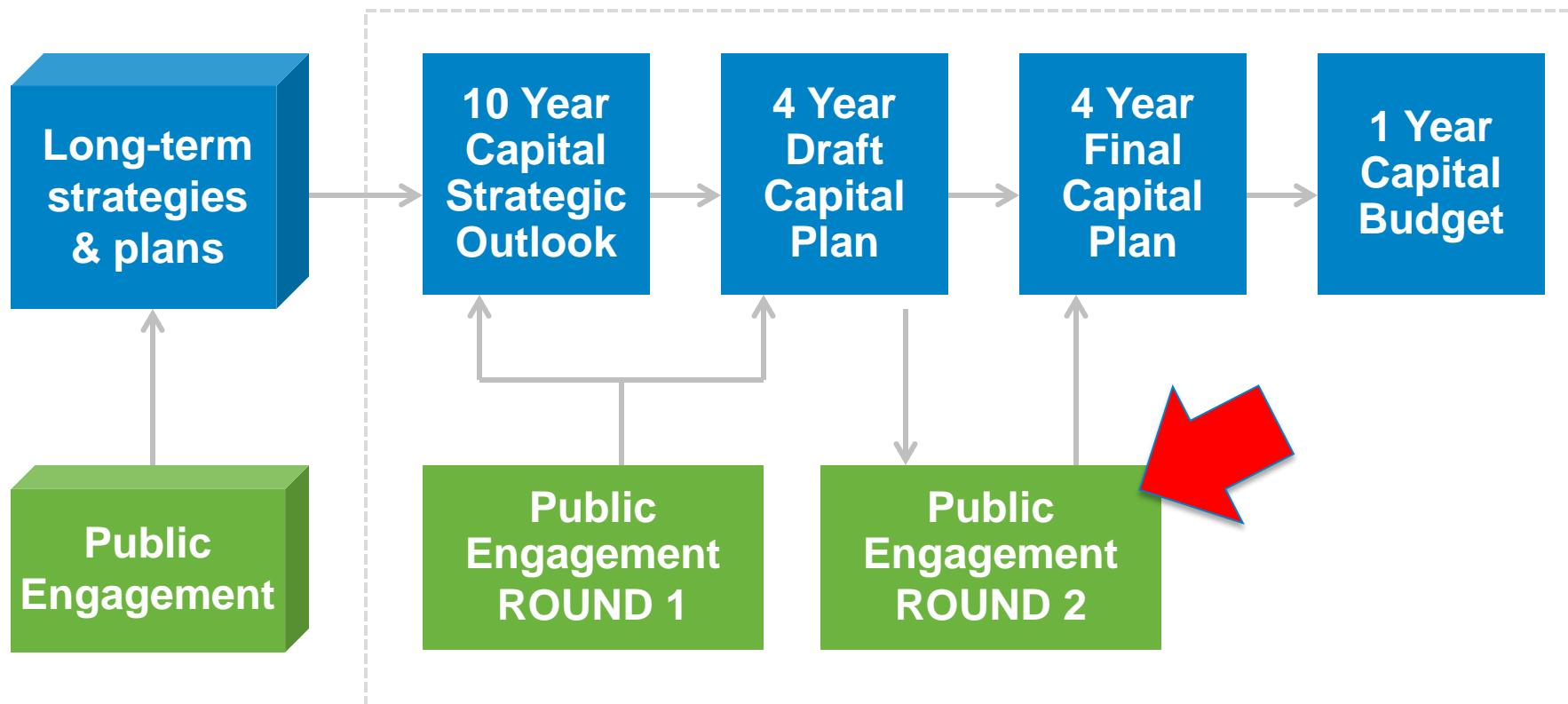
2015-2018 Capital Plan  
Consultation Summary

Sept. 30, 2014





# Capital Planning Process





# Round 1 Review

As a first step in the capital planning process between May 5 and 18, 2014, the City asked the public to help us identify city-wide priorities for long-term maintenance and investment. A total of 963 responses were received.

**What did we hear from the public in round 1 when we went out prior to the draft plan?**



The consultation summary report from round one can be found online at [vancouver.ca/capitalplan](http://vancouver.ca/capitalplan)



# Round 2 Consultation Overview

The priorities that the public identified in Round 1 helped to inform staff during the development of the Draft Capital Plan, which was presented to Council on July 9, 2014. Round 2 introduced the draft plan to public for feedback.

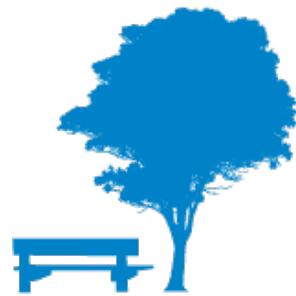
## What did we do in Round 2?

| Outreach activity   | Consultation activity                                     | Participants                    |
|---|---|---------------------------------|
| Two colour ads, one each in the Courier and the Georgia Straight (circulation of over 200,000 total)                              | Multi-group meeting July 24 - City Hall                   | 6                               |
| Highlighted news on vancouver.ca; detailed and easy to access information at vancouver.ca/capitalplan                             | Open survey Aug 15-Sept 14                                | 1,087                           |
| Facebook ads (1,678 clicks), Twitter ads (696 clicks), 9 Facebook posts (2639 likes), 11 tweets (272 interactions with the posts) | Random sample survey Aug 15-Sept 3 (incl Chinese version) | 526 residents<br>269 businesses |
| Email invitations shared through networks   | Open house Aug 28 - Hillcrest Centre                      | about 50                        |
| Talk Vancouver member outreach (over 3000 members)  | Open house Sept 3 - Central Library                       | about 100                       |
|   | Misc group meetings Aug-Sept (BIA, PDAC, CYFAC)           | about 30                        |





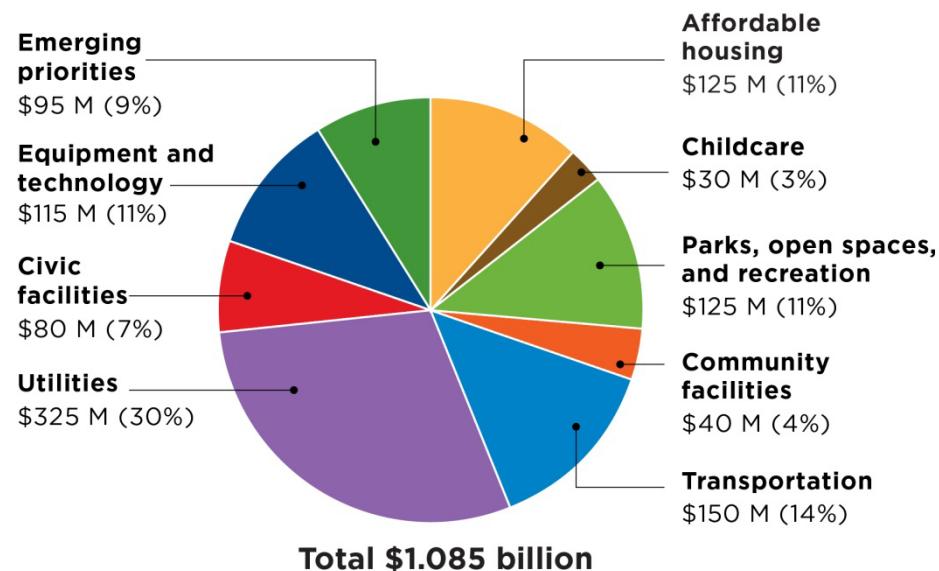
# Survey Topline Results



# ✓ Draft Capital Plan: Response to Priorities

- 22-28% agree that the Draft Capital Plan reflects community priorities
- 31-42% are unsure
- 36-41% feel we didn't get it right and of those, most want to see:
  - an increase for childcare
  - an increase for community facilities

Draft Capital Plan Priorities



| Response          | Open Survey | Resident Sample | Business Sample |
|-------------------|-------------|-----------------|-----------------|
| Yes               | 28%         | 23%             | 22%             |
| Unsure/don't know | 31%         | 40%             | 42%             |
| No                | 41%         | 37%             | 36%             |



# Draft Capital Plan: Do you support our capital spending on renewal vs. new assets?

- 71-74% agree that the Draft Capital Plan has the right balance between renewal & new assets
- those who disagree favour renewal over new assets



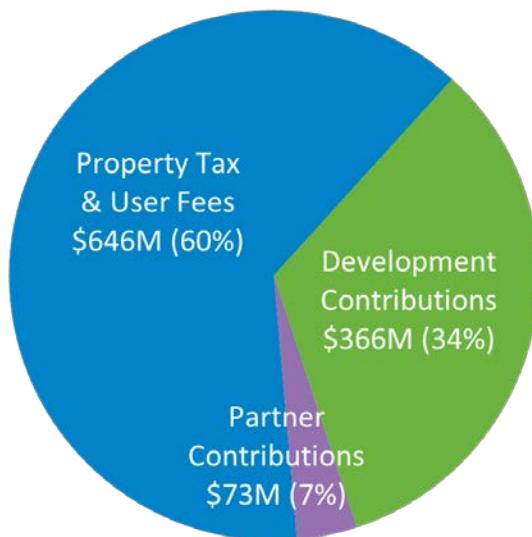
| Response          | Open Survey | Resident Sample | Business Sample |
|-------------------|-------------|-----------------|-----------------|
| Yes               | 74%         | 74%             | 71%             |
| Unsure/don't know | 12%         | 14%             | 11%             |
| No                | 13%         | 12%             | 18%             |



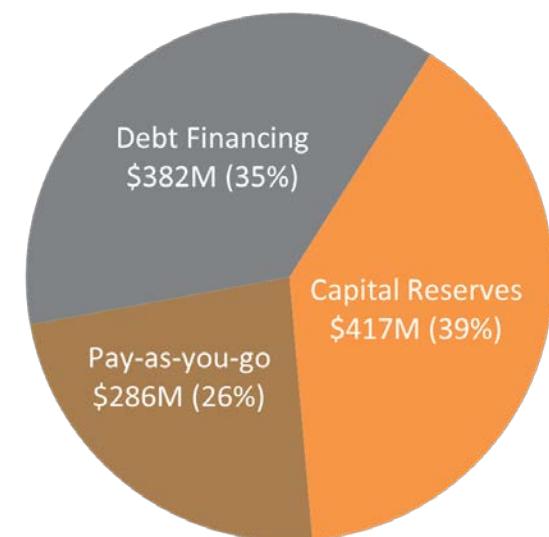
# Draft Capital Plan: Do you support our funding strategy?

- 52-54% are supportive
- 13-22% are unsure
- 26-34% are opposed
  - those who disagreed were mainly concerned about the amount of debt

Funding sources  
(who pays)



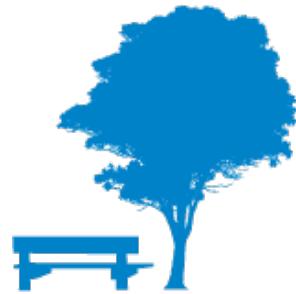
Payment methods  
(when to pay)



| Response          | Open Survey | Resident Sample | Business Sample |
|-------------------|-------------|-----------------|-----------------|
| Yes               | 53%         | 52%             | 53%             |
| Unsure/don't know | 17%         | 22%             | 13%             |
| No                | 29%         | 26%             | 34%             |



# Survey Detailed Results





# Survey Methodology



## Randomly recruited sample survey:

- Conducted by research firm Mustel Group
- Individuals were contacted by telephone to recruit for participation in the survey. If the response was "yes," the respondent was provided with a unique URL to use to go online and complete the survey via an online methodology.
  - Mustel used telephone listings sourced from major telephone providers and random-digit dialing (RDD) generated listings (to include unlisted and cell phone numbers to cover households that do not have a land line).
  - For the Business sample, Mustel used the Dun & Bradstreet business database listings and the same telephone to online methodology was employed for this sample group as well.
- Quotas were established for gender, age and area of residence (5 zones: Northeast, Southeast, Downtown, Northwest and Southwest) in order to get close to the actual population distribution of these demographic groups (based on the latest Census data). The data were weighted by age within gender and by residential area according to the most recent Census data so that it matches the composition of the population of Vancouver.
- In addition to English, the survey was offered in Chinese as well (recruitment was conducted in both Mandarin and Cantonese) and the online survey was offered in Simplified and Traditional Chinese.
- The survey was run using Fluid surveys, the survey software platform used by Mustel.

## Open Link survey (same questions):

- An online panel of just under 3,000 members. Members are self-selected (not randomly selected).
- The Talk Vancouver panel has known gaps in representation, so this sample source cannot be considered representative of the population of Vancouver.
- A link to the survey was also posted on the City of Vancouver's website and made available through the City's social media channels.
- Talk Vancouver utilizes the Sparq platform developed and maintained by Vision Critical
- Survey was offered in English only.



# Representation

- Within the random sample survey, quotas were set in order to achieve a balance of representation across gender, age groups and geographic location (residential zones) within the City.
- There was a fairly equal distribution between males and females
- Across age groups, there was a larger representation of the younger demographic (aged 18-39) in the open questionnaire compared to the random sample survey and a slightly smaller representation from those aged 60 and over.
- Across geographic locations, there is a very small representation of residents in the Southwest area of the City in the open questionnaire and a higher representation among downtown residents compared to the random sample survey.



# Demographic Comparison



| Demographic group                                   | Open survey | Resident/Business Sample | City of Vancouver (2011 census) | Comment                                       |
|---|-------------|--------------------------|---------------------------------|---|
| <b>Gender:</b>                                      |             |                          |                                 |   |
| Male  | 51%         | 54%                      | 48%                             | Slightly overrepresented in each survey       |
| Female  | 46%         | 46%                      | 52%                             | Slightly underrepresented in each survey      |
| Transgender   | 0%          | <1%                      | N/A                             |   |
| Other   | 0%          | <1%                      | N/A                             |   |
| Prefer not to answer                                | 2%          | 0%                       | N/A                             |   |
| <b>Age:</b>   |             |                          |                                 |   |
| 18-39 (in Talk Vancouver, this range is 15-39)      | 37%         | 21%                      | 42%                             | Larger open questionnaire representation      |
| 40-59   | 39%         | 43%                      | 35%                             |   |
| 60 and over   | 24%         | 34%                      | 23%                             | Larger representation in random sample survey |
| Prefer not to say (only an option in Mustel survey) | n/a         | 2%                       | N/A                             |   |
| <b>Children:</b>                                    |             |                          |                                 |   |
| Children in household                               | 26%         | 26%                      | 33%                             | Slightly underrepresented in each survey      |



# Geographic Representation

| Demographic group | Open survey | Resident/Business Sample | City of Vancouver (2011 census) | Comment  |
|-------------------|-------------|--------------------------|---------------------------------|--|
| <b>Region:</b>    |             |                          |                                 |  |
| Northeast         | 16%         | 18%                      | 16%                             |  |
| Northwest         | 26%         | 22%                      | 17%                             |  |
| Southeast         | 26%         | 19%                      | 26%                             |  |
| Southwest         | <1%         | 22%                      | 19%                             | Very little representation on open questionnaire |
| Downtown          | 31%         | 19%                      | 22%                             | More representation on open questionnaire        |



# Survey Results – Main Themes

- Final results show similar responses from all sources - the randomly recruited sample and the open questionnaire.
- A large proportion of respondents(across all sample groups) say they are unsure whether or not the City got the balance of spending right. A similar proportion of respondents among the random sample survey believe the City did not get the balance of spending right, while roughly one-quarter say the City did get the balance of spending right.
  - Among respondents who say the City did not get the balance of spending right, the two categories they think should have a greater share of spending are childcare and community facilities.
- Overall, respondents are in support of the City's balance of spending on renewal and maintenance versus spending on new infrastructure, with roughly three-quarters in each sample group who support the City's balance of capital spending.
  - Among respondents who do not support the City's balance of capital spending, more than half of respondents believe more should be spent on renewal.
- Over one-half of respondents in all sample groups support the funding strategy for the Draft Capital Plan, while slightly more than one-quarter oppose the funding strategy.
  - The top mentions for why respondents oppose or only moderately support the funding strategy relate to the amount of debt financing and developer contributions.



# Survey Results: Familiarity

Familiarity with the City's Capital Plan is significantly higher among the open questionnaire respondents (Talk Vancouver panel + those responding through the survey link on the City's website) compared to the randomly recruited sample.

Participation in the first phase of the capital plan public consultation process is much higher among the open questionnaire sample and lowest among the randomly recruited business sample.

| Question   | Response                  | Open Survey | Resident Sample | Business Sample |
|--|---------------------------|-------------|-----------------|-----------------|
| How familiar are you with the City's Capital Plan?   | Very familiar             | 6%          | 2%              | 1%              |
|  | Somewhat familiar         | 36%         | 22%             | 22%             |
|  | <b>Total Familiar</b>     | <b>42%</b>  | <b>25%</b>      | <b>23%</b>      |
|  | Not very familiar         | 38%         | 40%             | 39%             |
|  | Not at all familiar       | 19%         | 35%             | 38%             |
|  | <b>Total Not Familiar</b> | <b>58%</b>  | <b>75%</b>      | <b>77%</b>      |
| Did you participate in a capital planning questionnaire in the spring when the city was asking about 10-year priorities? | Yes                       | 40%         | 13%             | 2%              |
|  | No                        | 60%         | 87%             | 98%             |



# Survey Results: Proposed Balance

While approximately one-quarter of respondents in the different sample groups say the City got the balance of spending right to meet community priorities, roughly one-third or more are unsure if the City got the balance of spending right and a similar proportion among the randomly recruited sample think the City did not get the balance of spending correct in the Draft Capital Plan.

| Question  | Response             | Open Survey | Resident Sample | Business Sample |
|---|----------------------|-------------|-----------------|-----------------|
| After reviewing the Draft Capital Plan, do you think we got the balance of spending right to meet community priorities? | Yes                  | 28%         | 23%             | 22%             |
|   | No                   | 41%         | 37%             | 36%             |
|   | Unsure/don't know    | 31%         | 40%             | 42%             |
| Overall do you generally support or oppose this balance of capital spending? (Renewal vs. new investment)               | Strongly support     | 19%         | 16%             | 11%             |
|   | Moderately support   | 56%         | 58%             | 59%             |
|   | <b>Total Support</b> | <b>75%</b>  | <b>74%</b>      | <b>71%</b>      |
|   | Moderately oppose    | 9%          | 8%              | 14%             |
|   | Strongly oppose      | 4%          | 3%              | 4%              |
|   | <b>Total Oppose</b>  | <b>13%</b>  | <b>12%</b>      | <b>18%</b>      |
|   | Unsure/don't know    | 12%         | 14%             | 11%             |





# Survey Results: Alternative Balance

Respondents who indicated that the City did not get the balance of spending right were given the opportunity to provide their own breakdown of how they feel spending should be divided between the nine spending categories. The percentages below show the average suggested amounts that these respondents assigned to each spending category.

| Question   | Response   | Open Survey                                   | Resident Sample | Business Sample |
|--|--|---|-----------------|-----------------|
|  | City's proposed spending in 2015-2018 Draft Capital Plan | Average suggested spending for each category* |                 |                 |
| You indicated that you do not think the City got the balance of spending right. What areas would you change? | Affordable Housing (11%)                                 | 12%   | 12%             | 8%              |
|  | Childcare (3%)   | 6%  | 7%              | 6%              |
|  | Parks & Recreation (11%)                                 | 11%   | 11%             | 12%             |
|  | Community facilities (4%)                                | 7%  | 6%              | 7%              |
|  | Civic facilities (7%)                                    | 6%  | 6%              | 7%              |
|  | Transportation (14%)                                     | 15%   | 14%             | 14%             |
|  | Utilities & public works (30%)                           | 25%   | 27%             | 27%             |
|  | Equipment & technology (11%)                             | 9%  | 9%              | 11%             |
|  | Emerging priorities (9%)                                 | 6%  | 7%              | 9%              |

\*Note: Due to rounding, averages may not total 100%

- Suggested average spending higher than proposed spending in Draft Capital Plan
- Suggested average spending lower than proposed spending in Draft Capital Plan





# Survey Results: Renewal to New

All respondents were provided with a description of how the City plans to divide its spending (maintenance and renewal versus new expenditures) in the 2015-2018 Draft Capital Plan. They were then asked whether they support or oppose this balance of capital spending. Respondents who say they “moderately” or “strongly” oppose the balance of capital spending were then asked if they think more should be spent on renewal or on new investment.

| Question  | Response                               | Open Survey | Resident Sample | Business Sample |
|---|--|-------------|-----------------|-----------------|
| Overall do you generally support or oppose this balance of capital spending? (renewal vs. new investment) | Strongly support                       | 19%         | 16%             | 11%             |
|   | Moderately support                     | 55%         | 58%             | 59%             |
|   | <b>Total Support</b>                   | <b>74%</b>  | <b>74%</b>      | <b>71%</b>      |
|   | Moderately oppose                      | 9%          | 8%              | 14%             |
|   | Strongly oppose                        | 4%          | 3%              | 4%              |
|   | <b>Total Oppose</b>                    | <b>13%</b>  | <b>12%</b>      | <b>18%</b>      |
|   | Unsure/don't know                      | 12%         | 14%             | 11%             |
| Do you think more should be spent on renewal or on new investment?  | More should be spent on renewal        | 67%         | 61%             | 55%             |
|   | More should be spent on new investment | 25%         | 33%             | 31%             |
|   | Unsure/don't know                      | 7%          | 6%              | 14%             |



# Survey Results: Funding Strategy

Respondents were presented with information explaining the various funding sources and financing methods used for the projects that the City undertakes. They were then asked if they support or oppose the City's funding strategy. Respondents who say they either support or oppose the funding strategy were asked to explain why they support or oppose it.

| Question   | Response             | Open Survey | Resident Sample | Business Sample |
|--|----------------------|-------------|-----------------|-----------------|
| Based on what you currently know, do you support or oppose this funding strategy for the Capital Plan? | Strongly support     | 8%          | 6%              | 5%              |
|  | Moderately support   | 45%         | 47%             | 48%             |
|  | <b>Total Support</b> | <b>53%</b>  | <b>52%</b>      | <b>53%</b>      |
|  | Moderately oppose    | 20%         | 19%             | 23%             |
|  | Strongly oppose      | 8%          | 7%              | 11%             |
|  | <b>Total Oppose</b>  | <b>28%</b>  | <b>26%</b>      | <b>34%</b>      |
|  | Unsure/don't know    | 18%         | 22%             | 13%             |



# Survey Results: Funding Strategy

Although a large proportion of respondents did not provide a response indicating why they support or oppose the City's funding strategy (approximately 40% among Open Survey respondents and at least one-third among the resident and business sample), the most common themes that emerged from those who did provide a response are shown below and on the next slide.

| Question   | Open Survey   | Resident Sample   | Business Sample   |
|--|---|---|---|
| <b>Reasons for supporting funding strategy</b>       | Top themes mentioned  |   |   |
| Tell us why you support the City's funding strategy. | <ul style="list-style-type: none"><li>• It's a balanced plan/support funding mix</li><li>• City workers trained/skilled in finance to make these decisions</li><li>• Well thought out plan/seems reasonable</li></ul> | <ul style="list-style-type: none"><li>• It's a balanced plan/support funding mix</li><li>• Trust City Council to make the right decisions</li><li>• Should borrow money while rate is low</li></ul> | <ul style="list-style-type: none"><li>• It's a balanced plan/support funding mix</li><li>• Trust City Council to make the right decisions</li><li>• Should borrow money while rate is low</li></ul> |
|  |   |   |   |



# Survey Results: Funding Strategy

| Question  | Open Survey  | Resident Sample  | Business Sample   |
|---|--|--|---|
| <b>Reasons for opposing funding strategy</b>        | Top themes mentioned   |  |   |
| Tell us why you oppose the City's funding strategy. | <ul style="list-style-type: none"><li>• Too much debt/debt percentage is too high</li><li>• City should focus on cutting its spending (incl. mentions of specific projects – i.e. bike lanes)</li><li>• Developers have too much influence in the city/City relies too much on CACs and DCLs</li></ul> | <ul style="list-style-type: none"><li>• Dislike debt/not sustainable method of financing</li><li>• City should have better fiscal management</li><li>• Dislike property taxes/not sustainable method of financing</li><li>• Dislike debt/not sustainable method of financing</li></ul> | <ul style="list-style-type: none"><li>• City should have better fiscal management</li><li>• Dislike property taxes/not sustainable method of financing</li><li>• Dislike debt/not sustainable method of financing</li><li>• Dislike reliance on developer contributions</li></ul> |
|   |  | <ul style="list-style-type: none"><li>• Property developers should pay more</li><li>• Dislike reliance on developer contributions</li></ul>  |   |



# Survey Results: Missing Projects

Below are the top ten most frequently mentioned (specific) projects provided by respondents (in both the open survey and the randomly recruited survey) that they believe should be added to the Draft Capital Plan.

| Project                                 | Category            | Frequency | % of respondents |
|---|---------------------|-----------|------------------|
| Rapid transit to UBC                    | Transportation      | 44        | 2.3%             |
| Mount Pleasant Outdoor Pool             | Parks & Recreation  | 26        | 1.4%             |
| Wi-Fi expansion                         | Equipment & IT      | 17        | 0.9%             |
| Marpole-Oakridge Community Centre       | Parks & Recreation  | 15        | 0.8%             |
| Dog off-leash areas                     | Parks & Recreation  | 14        | 0.8%             |
| West End community facilities           | Parks & Recreation  | 13        | 0.7%             |
| Waterfront walkway-bikeway improvements | Parks & Recreation  | 11        | 0.6%             |
| Sunset Park                             | Parks & Recreation  | 10        | 0.6%             |
| Downtown Streetcar                      | Transportation      | 8         | 0.4%             |
| Emergency Preparedness                  | Emerging Priorities | 8         | 0.4%             |



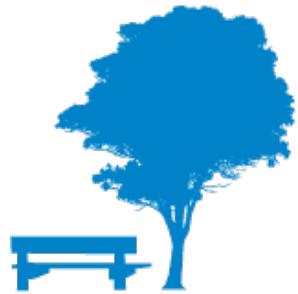
# Survey Results: Projects to Remove

Below are the top ten most common projects or categories of spending that respondents say should be removed from the Draft Capital Plan.

| Project                           | Category             | Frequency | % of respondents |
|-----------------------------------|----------------------|-----------|------------------|
| Affordable housing overall        | Affordable Housing   | 127       | 6.7%             |
| Bike lanes                        | Parks & Recreation   | 109       | 5.7%             |
| Community facilities overall      | Community Facilities | 35        | 1.9%             |
| Childcare overall                 | Childcare            | 28        | 1.5%             |
| Meters & paving                   | Transportation       | 23        | 1.2%             |
| Broadway subway                   | Transportation       | 21        | 1.1%             |
| City-owned vehicles/fleet         | Civic Facilities     | 18        | 1.0%             |
| Computer/software                 | Equipment & IT       | 14        | 0.8%             |
| Emerging priorities overall       | Emerging Priorities  | 13        | 0.7%             |
| Public art displays/installations | Parks & Recreation   | 11        | 0.6%             |



## Appendix - Information Materials





# Questionnaire



## Draft Capital Plan for 2015-2018 Questionnaire

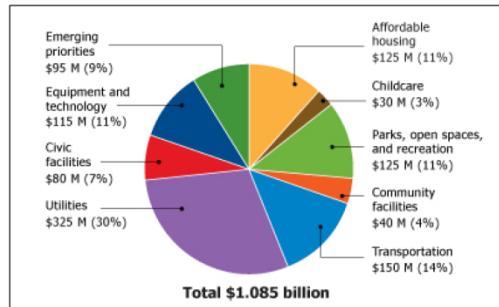
Public Open House @ Hillcrest Centre on Aug. 28, 2014

1. Are you a resident of the City of Vancouver?  
 Yes - please provide the first 3 digits of your home postal code: \_\_\_\_\_  
 No
  
2. Do you own or operate a business within the City of Vancouver?  
 Yes - please provide the first 3 digits of your business's postal code: \_\_\_\_\_  
 No
  
3. The City of Vancouver's Capital Plan is the City's 4 year financial plan for investments in our City's infrastructure - in water pipes, sidewalks, libraries, community centres, fire halls, affordable housing, parks, streets, trees, vehicles, technology and more. How familiar are you with the City's Capital Plan?  
 Very familiar  
 Somewhat familiar  
 Not very familiar  
 Not at all familiar
  
4. Did you participate in a Capital Planning questionnaire in the spring when the City was asking about 10-year priorities?  
 Yes  
 No

### Proposed Investments

The City funds a wide range of programs to residents, businesses and visitors. The Draft Capital Plan for 2015-2018 has been organized into nine program spending areas (see chart below).

The proportion allocated to each program is based on a variety of factors, including the condition of existing assets and City priorities guiding new investments.



5. After reviewing the Draft Capital Plan, do you think we got the balance of spending right to meet community priorities?  
 Yes  
 No  
 Unsure/don't know

Draft Capital Plan for 2015-2018 - Questionnaire - pg. 2





# Questionnaire

6. If you answered "no" to Question 5, what areas would you change?

Please use the boxes below to write in the percentage of spending you think the City should allocate to each category.

|                           | Current allocation in Draft Capital Plan | Your suggested allocation |
|---------------------------|--|---------------------------|
| Affordable housing:       | 11%                                      | %                         |
| Childcare:                | 3%                                       | %                         |
| Parks & recreation:       | 11%                                      | %                         |
| Community facilities:     | 4%                                       | %                         |
| Civic facilities:         | 7%                                       | %                         |
| Transportation:           | 14%                                      | %                         |
| Utilities & public works: | 30%                                      | %                         |
| Equipment & technology:   | 11%                                      | %                         |
| Emerging priorities:      | 9%                                       | %                         |
| TOTAL:                    | 100%                                     | %                         |

7. Are there any specific major projects missing that you consider important priorities to be considered in this or future Capital Plans?

Please write in any projects you think are missing in the box provided next to the overall category into which your project suggestion falls.

|                           |  |
|---------------------------|--|
| Affordable housing:       |  |
| Childcare:                |  |
| Parks & recreation:       |  |
| Community facilities:     |  |
| Civic facilities:         |  |
| Transportation:           |  |
| Utilities & public works: |  |
| Equipment & technology:   |  |
| Emerging priorities:      |  |



# Questionnaire

8. Considering the proposed list of spending priorities, are there items you would recommend removing from this Capital Plan?

Please write in any projects you would recommend removing in the box provided next to the overall category into which your suggested project removal falls.

|                           |  |
|---------------------------|--|
| Affordable housing:       |  |
| Childcare:                |  |
| Parks & recreation:       |  |
| Community facilities:     |  |
| Civic facilities:         |  |
| Transportation:           |  |
| Utilities & public works: |  |
| Equipment & technology:   |  |
| Emerging priorities:      |  |

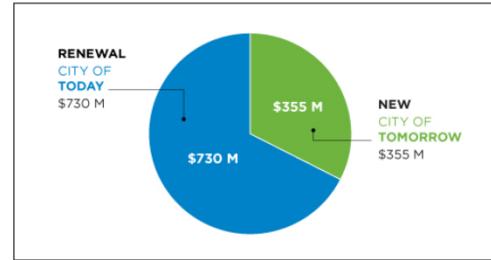
Draft Capital Plan for 2015-2018 - Questionnaire - pg. 5



## Balancing Renewal of Existing Facilities and Building New Infrastructure

City Council has established a balance between spending on the **maintenance and renewal** of existing infrastructure and facilities and **new** services and facilities for capital expenditures. Over the years, as the City has built and acquired new facilities and infrastructure, it is important that they are maintained and renewed in order to continue to support the services that rely on them. This is balanced with the need and desire for new and enhanced infrastructure to meet the growing needs of the City.

Similar to the last two capital plans, the Draft Capital Plan for 2015-2018 allocates about 2/3 of funding to the maintenance and renewal of existing facilities and 1/3 to new services and facilities (see chart below).



9. Overall, do you generally support or oppose this balance of capital spending?

- Strongly support
- Moderately support
- Moderately oppose
- Strongly oppose
- Unsure/don't know

10. If you answered "moderately oppose" or "strongly oppose" to Question 9, do you think more should be spent on renewal or on new investment?

- More should be spent on renewal
- More should be spent on new investment
- Unsure/don't know

Draft Capital Plan for 2015-2018 - Questionnaire - pg. 6



# Questionnaire

## Funding the Capital Plan

The City's capital projects are funded from a range of sources (**who pays**) through a mix of financing methods (**when to pay**) that best suit the type of project.

The Draft 2015-2018 Capital Plan includes **funding** received from:

### Property tax and user fees

Operating revenue such as property taxes, utility fees (e.g. water and sewer fees) and parking revenue fund a majority of capital projects, consistent with previous capital plans.

### Contributions from Development

New and expanded amenities and infrastructure needed for growth will be funded in part through contributions from development, including Development Cost Levies (DCLs) and Community Amenity Contributions (CACs).

### Contributions from Other Partners

The City receives funding from other levels of government (the provincial and federal governments), crown agencies such as the TransLink funding for road work, and non-profit agencies, foundations and philanthropists, particularly in the areas of childcare and affordable housing.

The City utilizes a variety of **financing methods** to fund the wide array of large and small capital projects.

### Capital reserves (paid in advance)

Capital reserves are essentially savings accounts used to accumulate funds from revenue or other sources over time to fund a project in the future.

### Pay-as-you-go

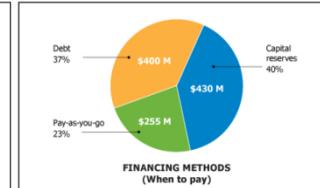
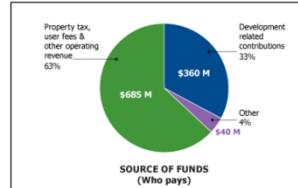
Pay-as-you-go provides funds for capital projects using current revenue and/or fees or other sources.

### Debt

Debt provides funds for just over a third of the City's allocation for capital projects. Borrowing allows for payment over a longer timeframe (10 years), and ensures that more residents and businesses that benefit from the project participate in paying for it.

Draft Capital Plan for 2015-2018 - Questionnaire - pg. 7

The following charts summarize the City's funding strategy for the Draft 2015-2018 Capital Plan based on the sources of funding and financing methods used.



11. Based on what you currently know, do you support or oppose this funding strategy for the Capital Plan?

- Strongly support
- Moderately support
- Moderately oppose
- Strongly oppose
- Unsure/don't know

12. Tell us why you support or oppose the City's funding strategy:

Draft Capital Plan for 2015-2018 - Questionnaire - pg. 8



# Questionnaire

## Final comments

13. Do you have any final comments on the City of Vancouver's Draft Capital Plan?

Draft Capital Plan for 2015-2018 - Questionnaire - pg. 9



## Demographics

It's important that we hear from a diversity of people and perspectives. The following questions help us to determine how the feedback we receive represents the community. Please note that individual responses are treated as anonymous and demographic information is always kept separate from personal identifiers.

14. Do you primarily identify as...

- Female
- Male
- Transgender
- Other

15. What age group do you belong to?

- 0 to 14 years
- 15 to 19 years
- 20 to 29 years
- 30 to 39 years
- 40 to 49 years
- 50 to 59 years
- 60 to 69 years
- 70 to 79 years
- 80 years or older

16. Do you have children under the age of 18 living in your household?

- Yes
- No

17. How many years have you lived in Vancouver?

- Less than 5 years
- 5 to 10 years
- More than 10 years

Draft Capital Plan for 2015-2018 - Questionnaire - pg. 10



# Questionnaire

**18. What type of dwelling do you live in?**

- Single, detached house
- Duplex or townhouse
- Apartment or condo
- Other (specify) \_\_\_\_\_

**19. Vancouver residents come from many different backgrounds. What is your main ethnic background? You can select up to two options.**

- British (English/Scottish/Welsh/Irish)
- Canadian
- Chinese
- East Indian (Punjabi, India, Tamil, Guyana, Pakistani or other)
- East European (Ukrainian, Polish, Hungarian, Serb or other)
- First Nations (Aboriginal or name of Band)
- French
- Latin American (Guatemala, Nicaragua, Mexican or other)
- Southeast Asian (Indonesia, Malaysia, Thailand, Philippines, Vietnam or other)
- Other (specify) \_\_\_\_\_

**20. Are you the person responsible for paying property taxes or the rent in your household?**

- Yes - Property Taxes
- Yes - Rent
- No

**Thank you!**

Please hand in your completed questionnaire to City staff at the open house today, or mail it to Financial Services, City of Vancouver, 453 West 12<sup>th</sup> Avenue, Vancouver, B.C., V5Y 1V4. Questionnaires will be accepted until **September 7th, 2014**.

Your feedback will help the City finalize its Draft 2015-2018 Capital Plan for Council approval this September.



2015-2018

# CAPITAL PLAN

Draft for Public Review

# What is Capital Planning?

The City of Vancouver's capital plan is a four-year financial plan for investments in our city's facilities and infrastructure.

All City services, from parks and community facilities, to streets, sidewalks, and water, require buildings and other infrastructure to support them. To keep all of this support running well - and build more as our city grows - we need careful long-term budgeting. That's capital planning.

A lot of the capital planning work is informed by long-term plans like Greenest City 2020, Transportation 2040 and our Housing and Homelessness Strategy.

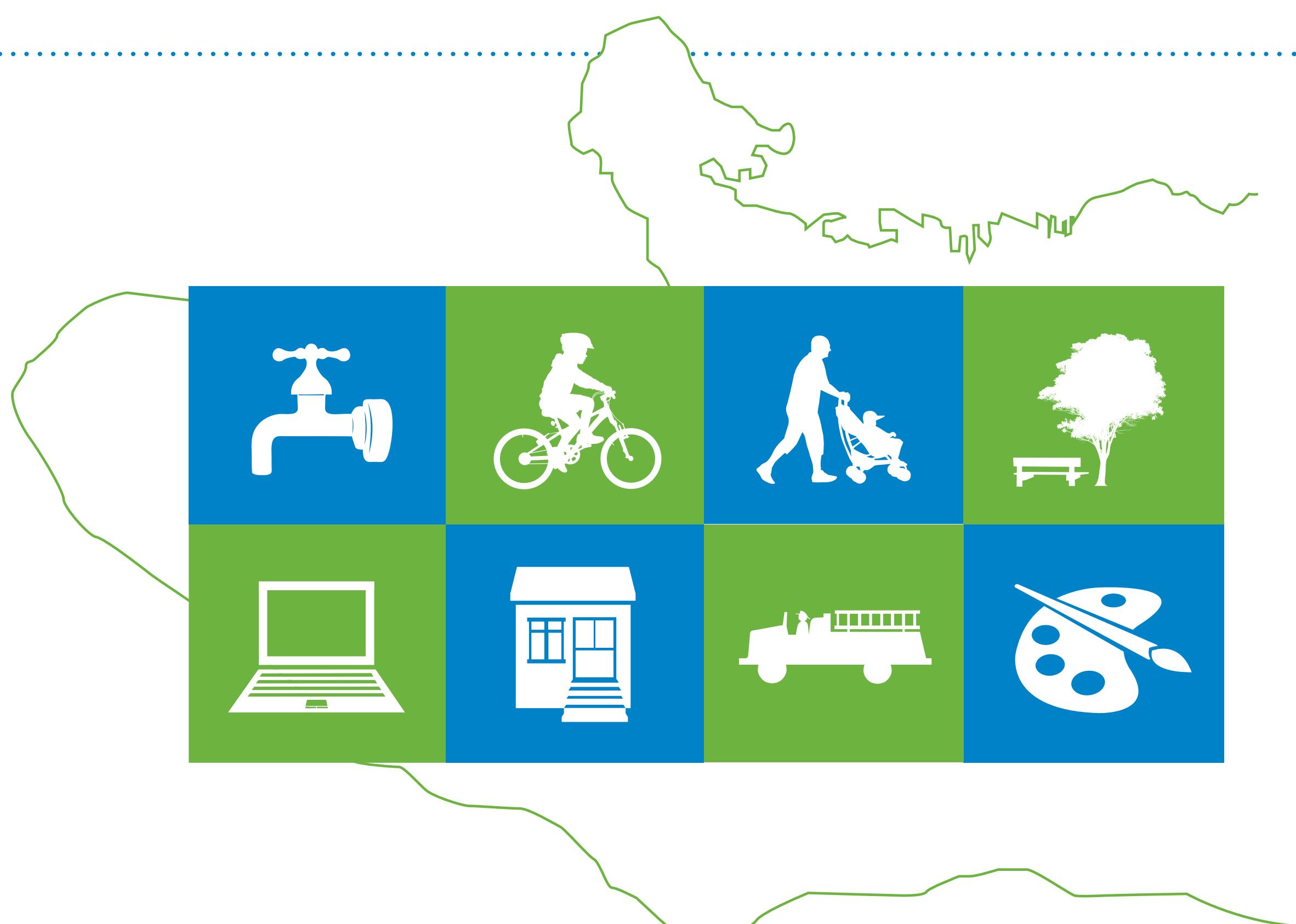
Capital plans match the term of Council, and allow for a vote on borrowing money to be held at the same time as the civic election. In May 2014, the Province of B.C. extended the term of Council from three to four years, effectively changing the capital plan from three to four years.

## THE CAPITAL PLAN FOR 2015-2018

A draft of the 2015-2018 capital plan was presented to City Council in July 2014. The plan proposes that the City invest \$1.085 billion over four years into the maintenance and upgrading of City facilities and infrastructure.

Public feedback on the draft plan is being gathered now.

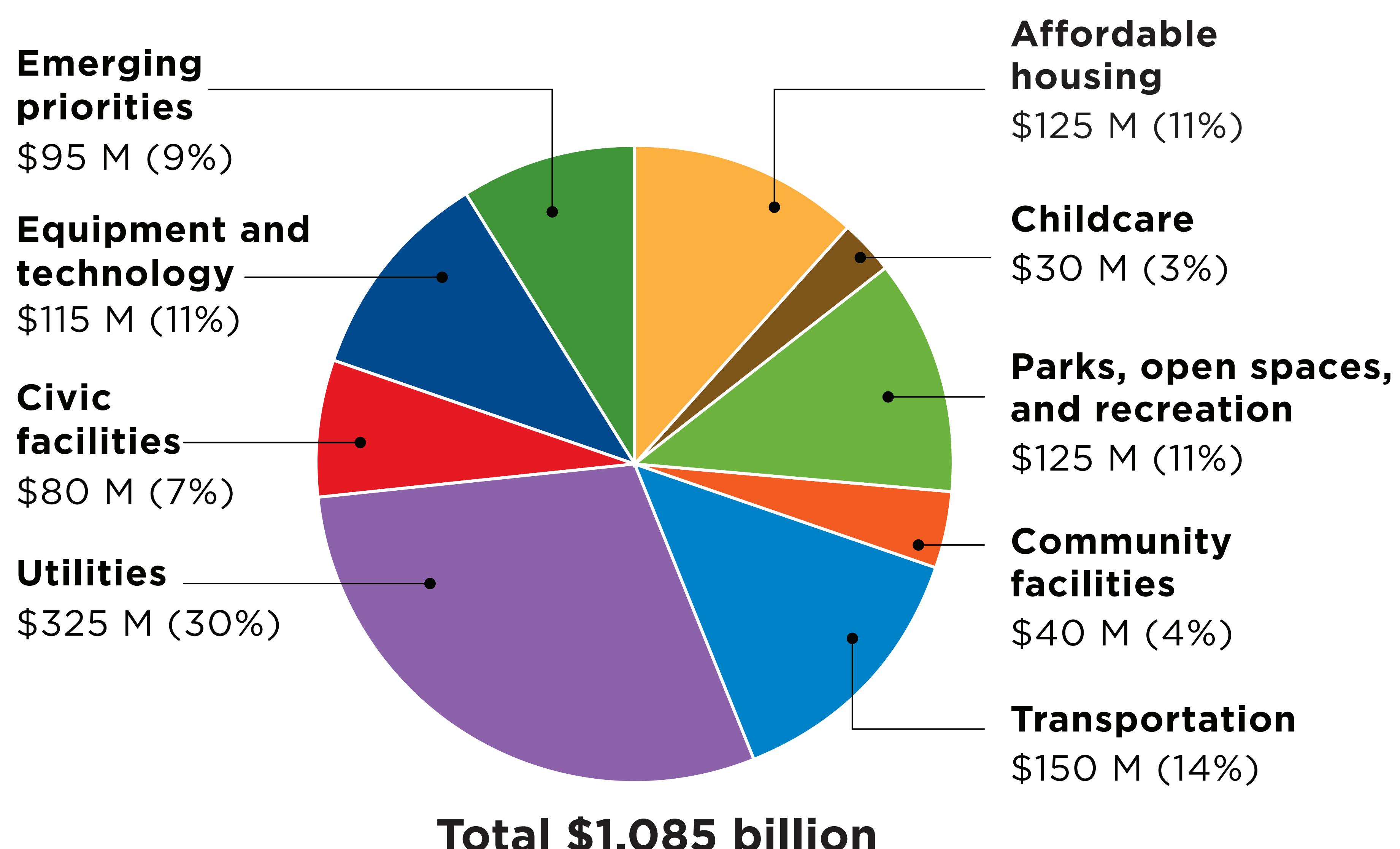
The details of the final plan will be presented to City Council and the Park Board in September 2014.



# Proposed Investments

The City provides a wide range of services and programs to residents, businesses, and people who visit and work here. The draft capital plan for 2015-2018 (\$1.085 billion) has been organized into nine program spending areas.

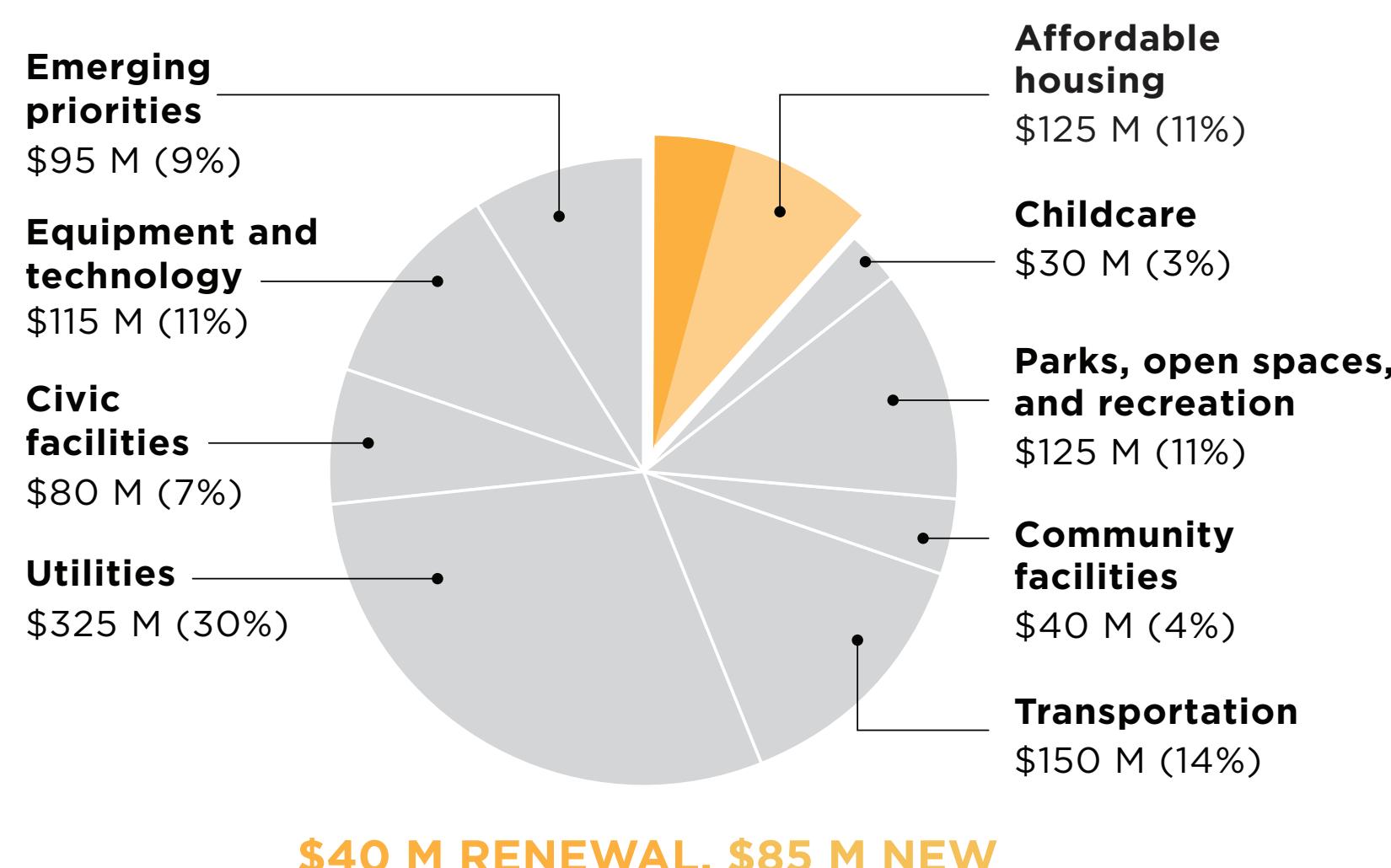
The proportion of funding distributed to each program is based on a variety of factors, including the condition of existing assets and City priorities guiding new investments. Each program area contains a mix of renewal of existing facilities and infrastructure and provision of new amenities.





# Affordable housing

**PROPOSED INVESTMENT: \$125 M**



## GUIDING PRINCIPLES:

- Maintain existing stock of affordable housing in acceptable condition.
- Increase the supply of affordable housing.

## GUIDING INITIATIVES:

- Housing and Homelessness Strategy (approved 2011)

## CURRENT STATUS OF CAPITAL ASSETS

| AREA                      | WHAT WE HAVE  | RENEWED<br>(2005-2014)   | ADDED<br>(2005-2014)  | % IN POOR<br>CONDITION       |
|---------------------------|---|--|---|------------------------------|
| NON-MARKET RENTAL HOUSING | <ul style="list-style-type: none"> <li>22 City-owned buildings with 1,361 units</li> <li>191 non-City-owned buildings on City-owned land with 9,397 units</li> <li>283 non-City-owned buildings on non-City-owned land with 14,581 units</li> </ul> | <ul style="list-style-type: none"> <li>1 building (Old Continental Hotel on Granville Street replaced by Kingway Continental)</li> </ul> | <ul style="list-style-type: none"> <li>4,200 additional units completed by City and partners</li> </ul> | 30% for City-owned buildings |

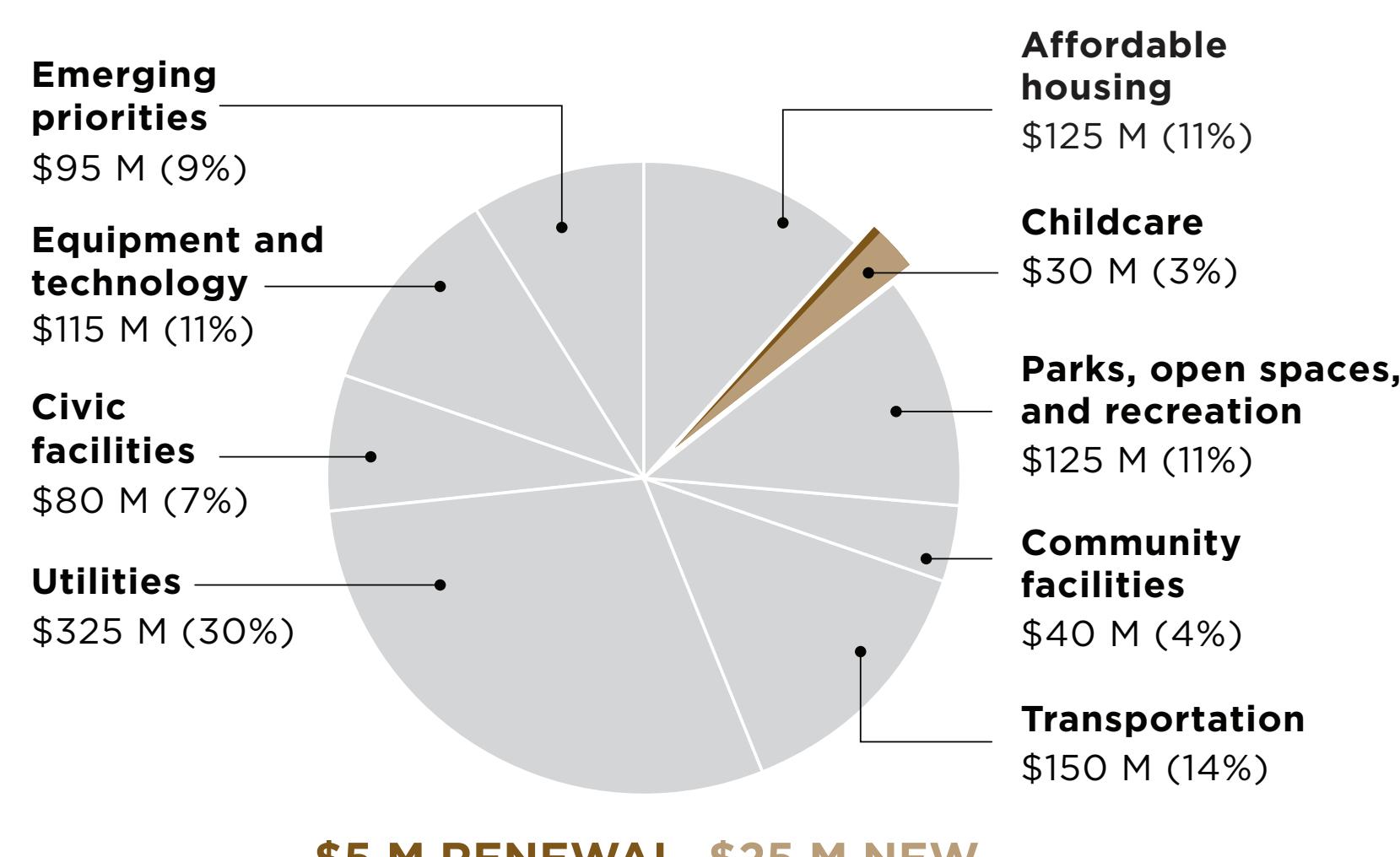
## WHAT WE PROPOSE INVESTING FOR 2015-2018

| AREA                      | THE CITY OF TODAY (renewal): \$40 M   | THE CITY OF TOMORROW (new): \$85 M   |
|---------------------------|---|--|
| NON-MARKET RENTAL HOUSING | <ul style="list-style-type: none"> <li>Renew three City-owned buildings in the Downtown Eastside (251 units):           <ul style="list-style-type: none"> <li>Roddan Lodge</li> <li>Central Residence</li> <li>Alexander Residence</li> </ul> </li> <li>Provide capital grants to upgrade Single Room Occupancy (SRO) hotels owned by non-profit agencies (target: 400 rooms)</li> <li>Go to "Civic facilities" for a summary of ongoing facility maintenance and renovation projects</li> </ul> | <p>Add 2,550 units:</p> <ul style="list-style-type: none"> <li>30% of City-owned projects (includes in-kind Community Amenity Contributions projects proposed in various community plans)</li> <li>45% non-City-owned projects on City land</li> <li>25% partner projects</li> </ul> <p>Total investment: \$560 million (\$85 million from the City)</p> |



# Childcare

**PROPOSED INVESTMENT: \$30 M**



## GUIDING PRINCIPLES:

- Maintain existing childcare facilities in acceptable condition.
- Increase the supply of childcare.

## GUIDING INITIATIVES:

- Healthy City Strategy
- The Vancouver Economic Action Strategy (Attracting and Retaining Human Talent) (2011)

## CURRENT STATUS OF CAPITAL ASSETS

| AREA   | WHAT WE HAVE  | RENEWED<br>(2005-2014)                     | ADDED<br>(2005-2014)   | % IN POOR<br>CONDITION  |
|--|---|--|--|---|
| <b>CHILDCARE FOR 0-4 YEAR OLDS (DAYCARE &amp; PRESCHOOL)</b>         | <ul style="list-style-type: none"> <li>1,715 spaces in 49 City-owned buildings</li> <li>880 spaces in 27 non-City-owned buildings on City-owned land</li> <li>5,500 spaces provided by School Board, non-profit agencies and private sector</li> <li>Total of 8,100 spaces</li> </ul> | 365 spaces in buildings on City-owned land | 2,200 additional licensed childcare spaces were created by the City, Vancouver School Board, and other providers | 5% for City-owned buildings   |
| <b>CHILDCARE FOR 5-12 YEAR OLDS (BEFORE &amp; AFTER SCHOOL CARE)</b> | <ul style="list-style-type: none"> <li>535 spaces in 12 City-owned buildings</li> <li>195 spaces in 4 non-City-owned buildings on City-owned land</li> <li>4,260 spaces provided by School Board, non-profit agencies and private sector</li> <li>Total of 4,990 spaces</li> </ul>    | 98 spaces in City-owned buildings          | 1,200 additional licensed childcare spaces were created by the City, Vancouver School Board, and other providers | No percentage available (City-owned spaces are typically multi-purpose rooms in community facilities) |

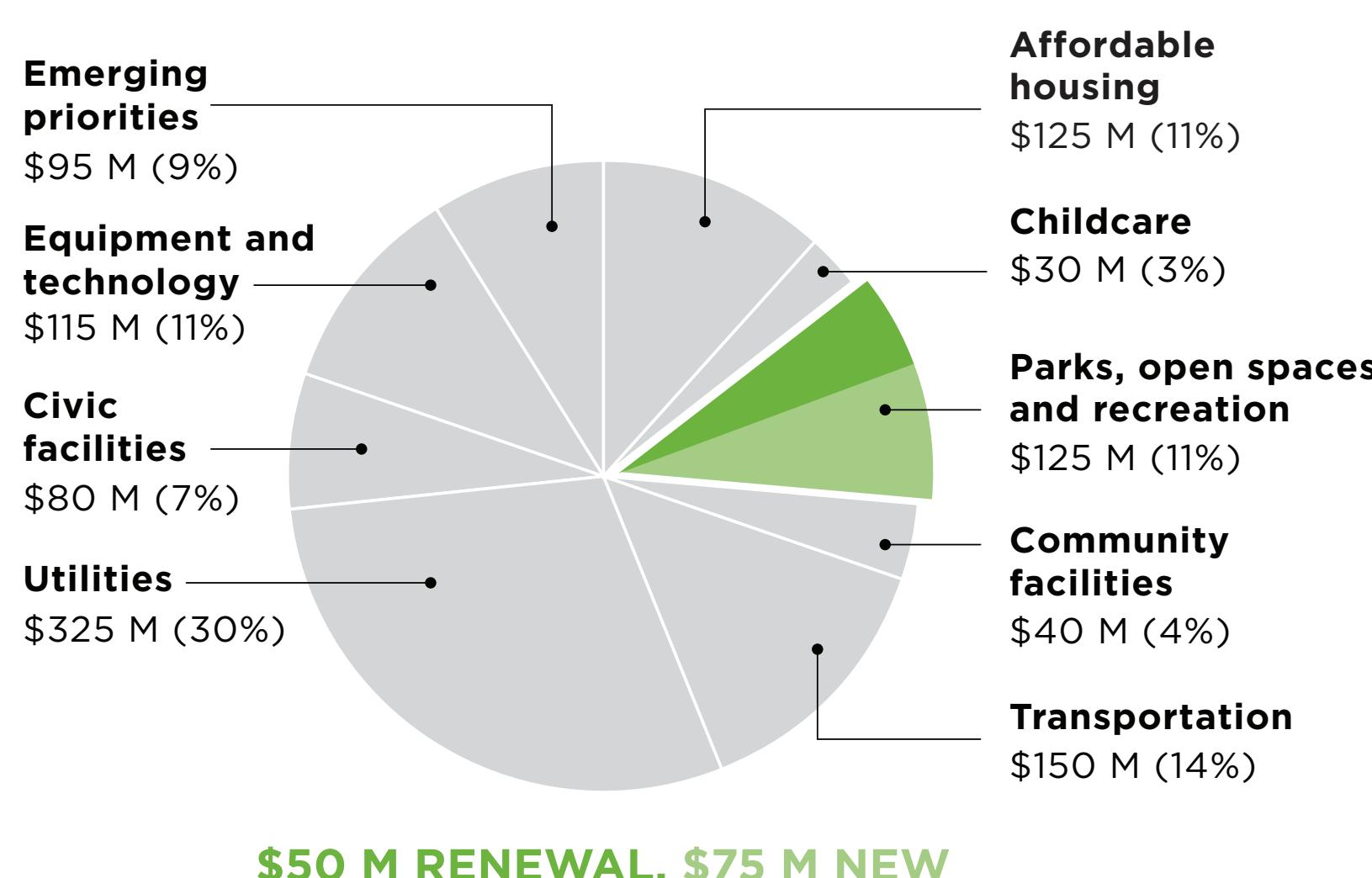
## WHAT WE PROPOSE INVESTING FOR 2015-2018

| AREA   | THE CITY OF TODAY (renewal): \$5 M  | THE CITY OF TOMORROW (new): \$25 M   |
|--|---|--|
| <b>CHILDCARE FOR 0-4 YEAR OLDS (DAYCARE &amp; PRESCHOOL)</b>         | <ul style="list-style-type: none"> <li>Renewal of one or two City-owned childcare facilities for children 0-12 years old</li> <li>Go to "Civic facilities" for a summary of ongoing facility maintenance and renovation projects</li> </ul> | <ul style="list-style-type: none"> <li>Add 400 spaces for children aged 0-4 years old</li> <li>Total investment from the City: \$50,000 per childcare space for children 0-4 years old</li> </ul> <p>* <b>Note:</b> We anticipate an additional 100 spaces delivered as in-kind Community Amenity Contributions for childcare for children 0-4 years old</p> |
| <b>CHILDCARE FOR 5-12 YEAR OLDS (BEFORE &amp; AFTER SCHOOL CARE)</b> | <ul style="list-style-type: none"> <li>Renewal of one or two City-owned childcare facilities for children 0-12 years old</li> <li>Go to "Civic facilities" for a summary of ongoing facility maintenance and renovation projects</li> </ul> | <ul style="list-style-type: none"> <li>Add 500 spaces for children aged 5-12 years old</li> <li>Total investment from the City: \$10,000 per childcare space for children 5-12 years old in partnership with the Vancouver School Board and other community partners</li> </ul>  |



# Parks, open spaces and recreation (1)

**PROPOSED INVESTMENT: \$125 M**



## GUIDING PRINCIPLES:

- Maintain and renew existing parks and recreation infrastructure to meet today's needs.
- Accommodate community needs as Vancouver grows.

## GUIDING INITIATIVES:

- Park Board Strategic Framework (adopted in 2012)
- Greenest City 2020 Action Plan (Access to Nature) (approved 2011)

## CURRENT STATUS OF CAPITAL ASSETS

| AREA                                  | WHAT WE HAVE  | RENEWED (2005-2014)   | ADDED (2005-2014)   | % IN POOR CONDITION |
|---------------------------------------|---|---|---|---------------------|
| PARKS & OPEN SPACES                   | <ul style="list-style-type: none"> <li>1,360 hectares of parks and open spaces</li> <li>440,000 trees</li> <li>32 kilometres of seawall</li> <li>300 sport fields</li> <li>240 sport courts</li> <li>130 playgrounds</li> <li>30 dog off-leash areas</li> <li>6 golf courses</li> <li>1 cemetery</li> <li>153 buildings</li> <li>320 art installations</li> </ul> | <ul style="list-style-type: none"> <li>Stanley Park forest (after 2006 windstorm)</li> <li>Portions of Stanley Park and English Bay seawall</li> <li>Queen Elizabeth Park plaza</li> <li>VanDusen Botanical Garden visitor centre</li> <li>Mountain View Cemetery buildings</li> <li>10-15 sport fields</li> <li>65-70 sport courts</li> <li>25-30 playgrounds</li> <li>50 art installations</li> </ul> | <ul style="list-style-type: none"> <li>10 new hectares of park</li> <li>12 new community gardens</li> <li>8 new synthetic turf sport fields</li> <li>3 new basketball courts</li> <li>2 new skateboard parks</li> <li>60 new art installations</li> </ul> | 25%                 |
| RECREATION FACILITIES                 | <ul style="list-style-type: none"> <li>55 recreation facilities comprised of community centres, swimming pools, ice rinks, and recreation clubs</li> </ul>  | <ul style="list-style-type: none"> <li>4 community centres (Hillcrest, Mount Pleasant, Sunset, and Trout Lake)</li> <li>3 swimming pools (Hillcrest, Killarney, and Renfrew)</li> <li>3 ice rinks (Hillcrest, Killarney, and Trout Lake)</li> <li>1 recreation club (curling)</li> </ul>  | <ul style="list-style-type: none"> <li>1 new community centre (Creekside)</li> <li>1 new recreation club (gymnastics &amp; indoor lawn bowling at Hillcrest Park)</li> </ul>  | 20%                 |
| ENTERTAINMENT & EXHIBITION FACILITIES | <ul style="list-style-type: none"> <li>Pacific National Exhibition (PNE) buildings</li> <li>Playland amusement park</li> <li>Nat Bailey Stadium</li> </ul>  | <ul style="list-style-type: none"> <li>Pacific Coliseum was upgraded</li> <li>The first phase of the PNE Livestock Building was renewed</li> <li>Nat Bailey Stadium was renovated and upgraded</li> </ul>   | --  | 40%                 |



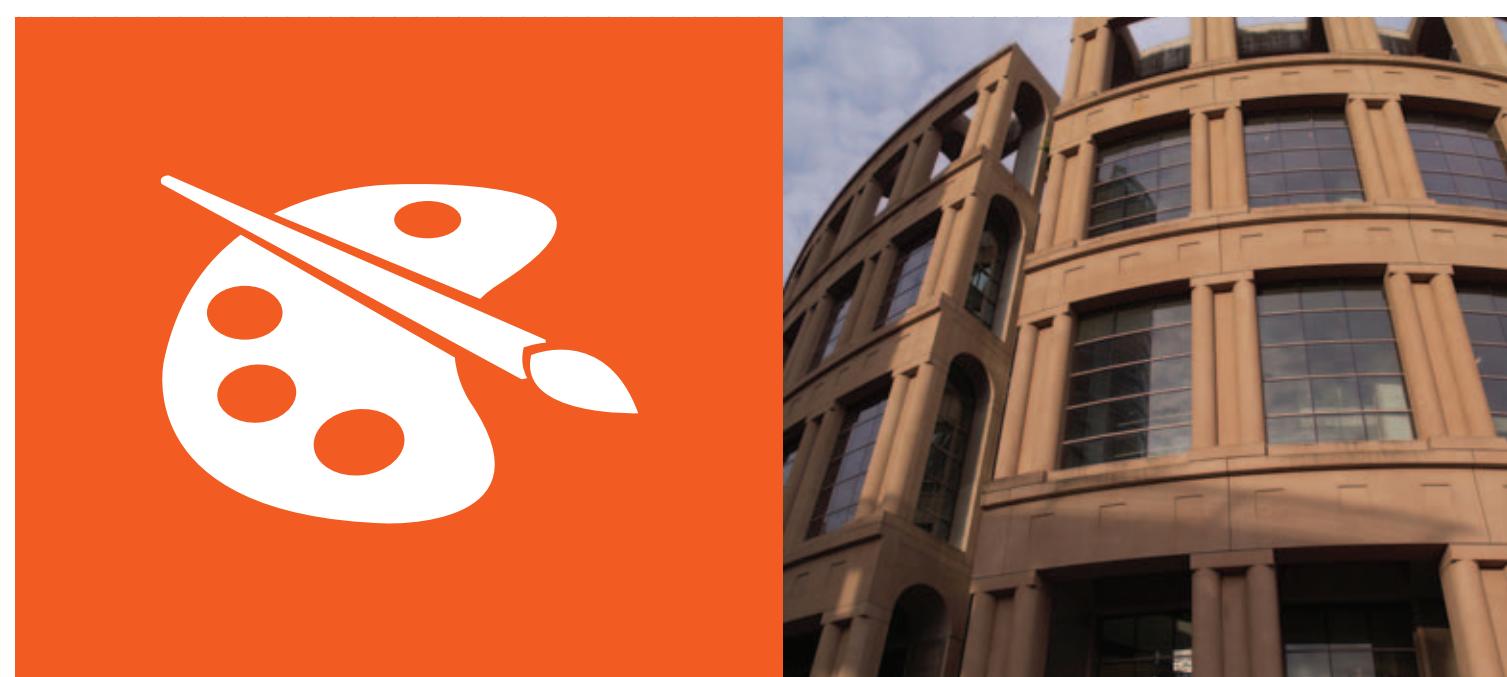
## Parks, open spaces and recreation (2)

**PROPOSED INVESTMENT: \$125 M**

### WHAT WE PROPOSE INVESTING FOR 2015-2018

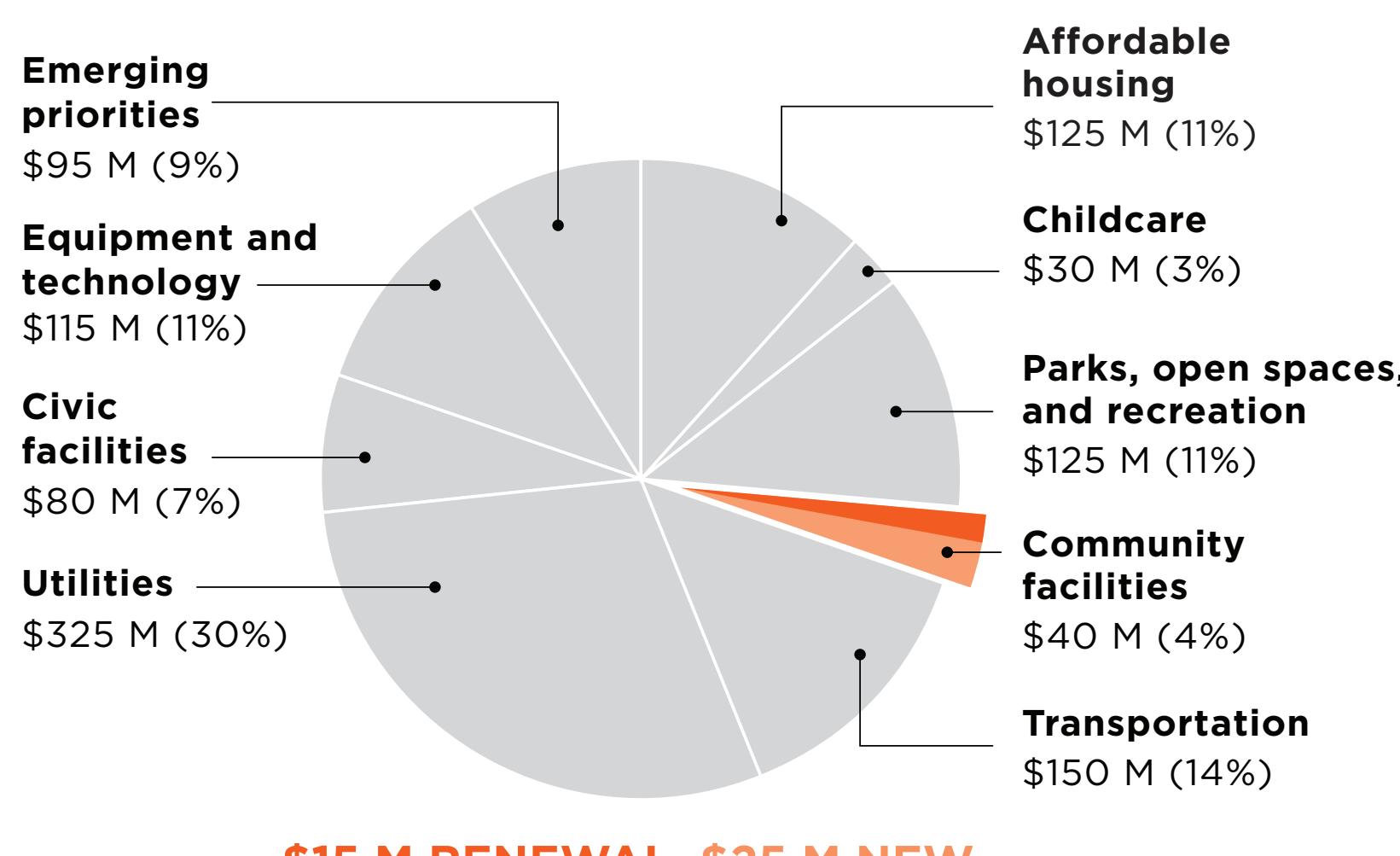
| AREA | THE CITY OF TODAY (renewal): \$50 M | THE CITY OF TOMORROW (new): \$75 M |
|------|-------------------------------------|------------------------------------|
|------|-------------------------------------|------------------------------------|

|  |  |   |
|--|--|---|
| <b>PARKS &amp; OPEN SPACES</b>                   | <ul style="list-style-type: none"> <li>Total investment from the City: \$15 million for the ongoing renewal of park and open space features (e.g. playgrounds, sport fields, fieldhouses, sport courts, seawall, public art, and park infrastructure)</li> <li>Go to “Civic facilities” for a summary of ongoing facility maintenance and renovation projects</li> </ul>   | <ul style="list-style-type: none"> <li>Create new parks:           <ul style="list-style-type: none"> <li>At Smithe and Richards Streets in Downtown South</li> <li>Along the Fraser River in Marpole (park and trail)</li> <li>In the East Fraser Lands</li> </ul> </li> <li>Plant 40,000 to 50,000 trees</li> <li>Add and expand approximately 10 community gardens in the city</li> <li>Add and enhance natural features in parks and open spaces (e.g. Beaver Creek in Stanley Park)</li> <li>Add new sport facilities (e.g. track and field, synthetic turf playfield, and running tracks)</li> <li>Install 10-20 new public art pieces in parks and openspaces</li> </ul> |
| <b>RECREATION FACILITIES</b>                     | <ul style="list-style-type: none"> <li>Total investment from the City: \$25 million for the first phase of renewing of Britannia Community Centre</li> <li>Renewal of Marpole-Oakridge Community Centre (public consultation on location &amp; co-location opportunities with other community facilities; funding from emerging priorities pending decisions on final scope and location)</li> <li>Go to “Civic facilities” for a summary of ongoing facility maintenance and renovation projects</li> </ul> | --  |
| <b>ENTERTAINMENT &amp; EXHIBITION FACILITIES</b> | <ul style="list-style-type: none"> <li>Total investment from the City: \$10 million for the next phase of renewal at Hastings Park/PNE</li> <li>Go to “Civic facilities” for a summary of ongoing facility maintenance and renovation projects</li> </ul>  | --  |



# Community facilities (1)

PROPOSED INVESTMENT: \$40 M



## GUIDING PRINCIPLES:

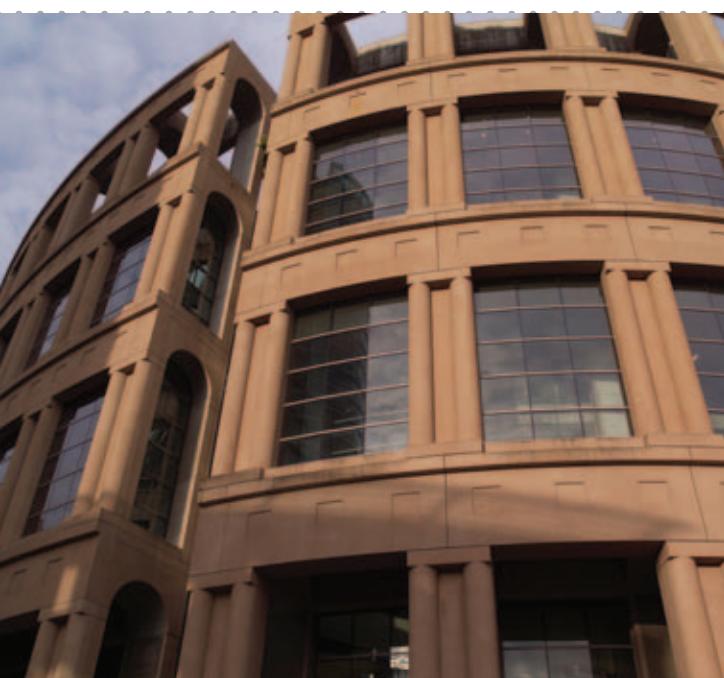
- Maintain and renew community facilities to meet today's needs.
- Accommodate community needs as Vancouver grows.

## GUIDING INITIATIVES:

- Vancouver Public Library Strategic Plan 2013-2015 (2012)
- Culture Plan for Vancouver

## CURRENT STATUS OF CAPITAL ASSETS

| AREA                 | WHAT WE HAVE  | RENEWED (2005-2014)  | ADDED (2005-2014)   | % IN POOR CONDITION |
|----------------------|---|--|---|---------------------|
| LIBRARIES & ARCHIVES | <ul style="list-style-type: none"> <li>21 libraries</li> <li>1 archive</li> </ul>   | <ul style="list-style-type: none"> <li>4 public library branches (Kensington, Mount Pleasant, Terry Salman, and the Downtown Eastside-Strathcona)</li> </ul>               | <ul style="list-style-type: none"> <li>4 library branches were expanded when they were renewed</li> </ul>   | 15%                 |
| SOCIAL FACILITIES    | <ul style="list-style-type: none"> <li>25 City-owned facilities</li> </ul>  | <ul style="list-style-type: none"> <li>Renovations to Downtown South Gathering Place</li> <li>Rehabilitation work at Carnegie Centre in the Downtown Eastside</li> </ul>   | <ul style="list-style-type: none"> <li>Non-profit space at the Woodwards building</li> <li>Volunteer Vancouver office</li> </ul>  | 35%                 |
| CULTURAL FACILITIES  | <ul style="list-style-type: none"> <li>49 City-owned facilities</li> </ul>  | <ul style="list-style-type: none"> <li>QE Theatre and Playhouse</li> <li>The Orpheum</li> <li>The Cultch</li> <li>Malkin Bowl</li> <li>Roundhouse outdoor plaza</li> </ul> | <ul style="list-style-type: none"> <li>York Theatre</li> <li>CBC Festival Space</li> <li>Arts Factory</li> <li>Artist studios and production space</li> <li>ArtStart in Schools</li> <li>Film Centre</li> <li>VSO Music School</li> </ul> | 10%                 |
| GRANTING PROGRAMS    | <ul style="list-style-type: none"> <li>Social grants</li> <li>Cultural grants</li> <li>Downtown Eastside Capital Program</li> <li>Heritage façade grants</li> </ul> | Not applicable   | Not applicable  | Not applicable      |



## Community facilities (2)

**PROPOSED INVESTMENT: \$40 M**

### WHAT WE PROPOSE INVESTING FOR 2015-2018

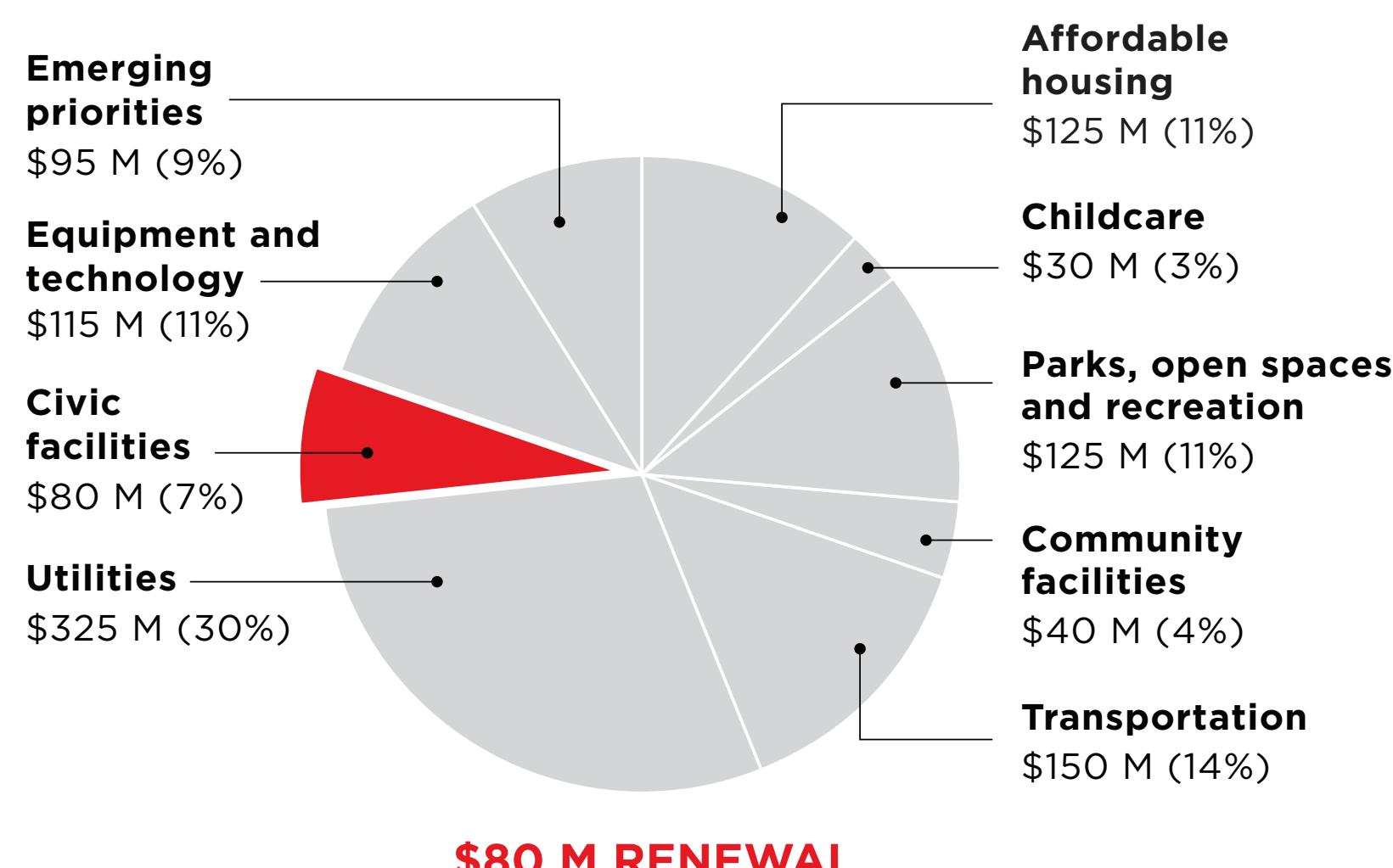
| AREA | THE CITY OF TODAY (renewal): \$15 M | THE CITY OF TOMORROW (new): \$25 M |
|------|-------------------------------------|------------------------------------|
|------|-------------------------------------|------------------------------------|

|                                 |  |  |
|---------------------------------|--|--|
| <b>LIBRARIES &amp; ARCHIVES</b> | <ul style="list-style-type: none"> <li>Go to "Civic facilities" for a summary of ongoing facility maintenance and renovation projects</li> </ul>   | <ul style="list-style-type: none"> <li>Total investment from the City: \$15 million for the expansion of Central Library onto Levels 8 and 9 and making the library's rooftop garden publicly accessible</li> </ul>  |
| <b>SOCIAL FACILITIES</b>        | <ul style="list-style-type: none"> <li>Total investment from the City: \$5 million for the renewal of Evelyne Saller Centre in the Downtown Eastside.</li> <li>Go to "Civic facilities" for a summary of ongoing facility maintenance and renovation projects</li> </ul> | <ul style="list-style-type: none"> <li>Total investment from the City: \$10 million for a new home for Qmunity in the West End</li> <li>Facilities being delivered through in-kind Community Amenity Contributions that are underway: <ul style="list-style-type: none"> <li>MOSAIC Adult Learning Centre</li> <li>Collingwood Neighbourhood House satellite</li> <li>Positive Living and AIDS Vancouver</li> <li>Marpole Family Place</li> </ul> </li> <li><b>Note:</b> The City also supports a number of socio-cultural objectives through capital grants</li> </ul>  |
| <b>CULTURAL FACILITIES</b>      | <ul style="list-style-type: none"> <li>Go to "Civic facilities" for a summary of ongoing facility maintenance and renovation projects</li> </ul>   | <ul style="list-style-type: none"> <li>Projects being delivered through in-kind and/or cash Community Amenity Contributions that are underway: <ul style="list-style-type: none"> <li>Outfitting of the Southeast False Creek Theatre</li> <li>\$4.5 million capital grants to be distributed to 4 arts and cultural non-profits to secure, enhance, and expand artist production spaces in or adjacent to Mount Pleasant</li> <li>Artist studios (Marine and Cambie streets)</li> <li>Artist production space (Howe and Drake streets)</li> </ul> </li> <li><b>Note:</b> The City also supports a number of socio-cultural objectives through capital grants</li> </ul> |
| <b>GRANTING PROGRAMS</b>        | <ul style="list-style-type: none"> <li>Total investment from the City: \$10 million for granting programs</li> </ul>   | Not applicable   |



# Civic facilities

PROPOSED INVESTMENT: \$80 M



## GUIDING PRINCIPLES:

- Maintain and renew civic facilities to meet today's needs.
- Accommodate civic and community needs as Vancouver grows.

## GUIDING DOCUMENTS:

- Capital Strategic Outlook for 2011-2021

## CURRENT STATUS OF CAPITAL ASSETS

| AREA  | WHAT WE HAVE   | RENEWED (2005-2014)   | ADDED (2005-2014)  | % IN POOR CONDITION |
|---|--|---|--|---------------------|
| PUBLIC SAFETY FACILITIES                          | <ul style="list-style-type: none"> <li>14 police buildings</li> <li>19 fire halls</li> <li>1 animal control shelter</li> </ul> | <ul style="list-style-type: none"> <li>Police building on Graveley Street</li> <li>Police property and evidence storage facility</li> <li>Police dog squad</li> <li>Fire Hall #15 at 22nd Avenue and Nootka Street</li> <li>Fire Hall #5 at 54th Avenue and Kerr Street (underway)</li> </ul> | <ul style="list-style-type: none"> <li>Police training centre</li> <li>Heavy Urban Search and Rescue facility</li> </ul> | 10%                 |
| CITY HALL BUILDINGS                               | <ul style="list-style-type: none"> <li>9 administration buildings</li> <li>18 service yards</li> </ul>                         | <ul style="list-style-type: none"> <li>City Hall campus offices</li> <li>National Yard (replacing Cambie Yard)</li> </ul>   | --   | 35%                 |
| FACILITY MAINTENANCE AT ALL CITY-OWNED FACILITIES | <ul style="list-style-type: none"> <li>475 buildings</li> </ul>  | <ul style="list-style-type: none"> <li>Example: new roof at Bloedel Conservatory</li> </ul>   | Not applicable   | 20-25%              |
| RENOVATIONS AT ALL CITY-OWNED FACILITIES          | <ul style="list-style-type: none"> <li>475 buildings</li> </ul>  | <ul style="list-style-type: none"> <li>Example: adding elevator to Renfrew Community Centre</li> </ul>  | Not applicable   | 20-25%              |

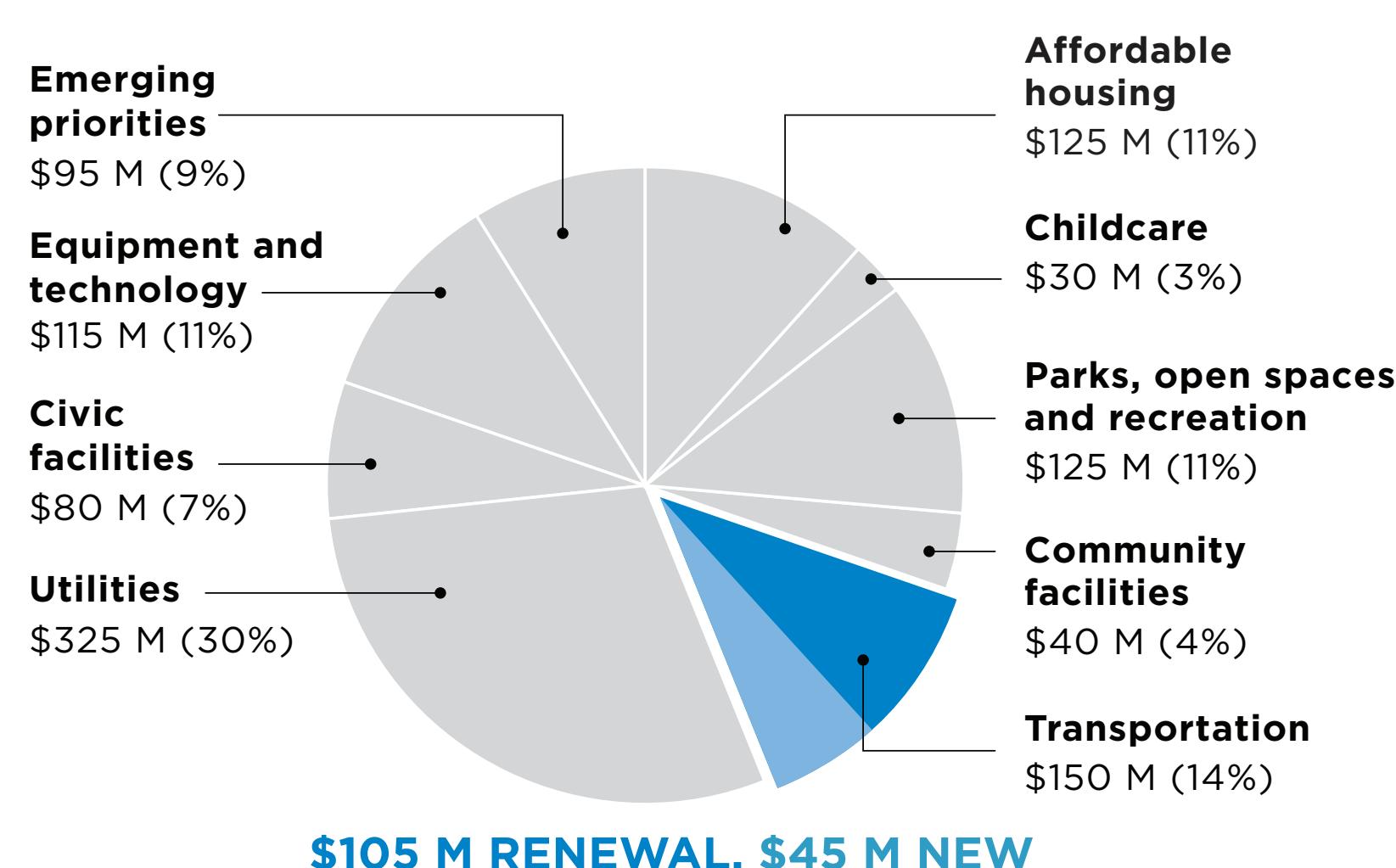
## WHAT WE PROPOSE INVESTING FOR 2015-2018

| AREA  | THE CITY OF TODAY (renewal): \$80 M   | THE CITY OF TOMORROW (new) |
|---|---|----------------------------|
| PUBLIC SAFETY FACILITIES                          | <ul style="list-style-type: none"> <li>Total investment from the City: \$15 million for the renewal of Fire Hall #17 at 54th Avenue and Knight Street</li> <li>See below for a summary of ongoing facility maintenance and renovation projects</li> </ul> | --                         |
| CITY HALL BUILDINGS                               | <ul style="list-style-type: none"> <li>See below for a summary of ongoing facility maintenance and renovation projects</li> </ul>   | --                         |
| FACILITY MAINTENANCE AT ALL CITY-OWNED FACILITIES | <ul style="list-style-type: none"> <li>Total investment from the City: \$45 million to replace building components such as roofing, windows, flooring, mechanical, electrical, and plumbing systems</li> </ul>  | Not applicable             |
| RENOVATIONS AT ALL CITY-OWNED FACILITIES          | <ul style="list-style-type: none"> <li>Total investment from the City: \$20 million to keep older facilities functional and efficient for the next 20 to 30 years</li> </ul>  | Not applicable             |



# Transportation (1)

**PROPOSED INVESTMENT: \$150 M**



## GUIDING PRINCIPLES:

- Maintain existing transportation infrastructure in acceptable condition.
- Make walking, cycling and public transit preferred transportation options.

## GUIDING INITIATIVES:

- Transportation 2040 Plan (approved 2012)
- Greenest City 2020 Action Plan (Green transportation) (approved 2011)

## CURRENT STATUS OF CAPITAL ASSETS

| AREA                         | WHAT WE HAVE   | RENEWED<br>(2005-2014)  | ADDED<br>(2005-2014)   | % IN POOR CONDITION |
|------------------------------|--|---|--|---------------------|
| <b>WALKING &amp; CYCLING</b> | <ul style="list-style-type: none"> <li>2,200 kilometres of sidewalk</li> <li>270 kilometres of bikeways</li> <li>379 pedestrian-bike signals</li> </ul>                    | <ul style="list-style-type: none"> <li>15 kilometres of sidewalk</li> <li>28 pedestrian-bike signals</li> </ul>   | <ul style="list-style-type: none"> <li>30 kilometres of new sidewalk</li> <li>107 new pedestrian-bike signals</li> <li>110 kilometres of new bikeways</li> </ul>                                     | 15%                 |
| <b>TRANSIT</b>               | <ul style="list-style-type: none"> <li>3 rapid transit lines (25 kilometres in length) (TransLink)</li> <li>18 kilometres of bus lanes</li> <li>2,000 bus stops</li> </ul> | --  | <ul style="list-style-type: none"> <li>Canada Line (10 kilometres in length) (TransLink)</li> </ul>  | 10%                 |
| <b>MAJOR ROADS</b>           | <ul style="list-style-type: none"> <li>363 kilometres of roads</li> <li>29 bridges</li> <li>482 traffic signals</li> </ul>   | <ul style="list-style-type: none"> <li>125 kilometres of repaved roads</li> <li>Rehabilitation of and upgrades to Burrard and Granville Street bridges</li> </ul> | <ul style="list-style-type: none"> <li>Powell Street Overpass</li> <li>Grandview Highway high occupancy vehicle lanes</li> <li>Clarendon Connector</li> <li>Knight Street left-turn lanes</li> </ul> | 15%                 |
| <b>LOCAL ROADS</b>           | <ul style="list-style-type: none"> <li>1,058 kilometres of roads</li> <li>650 kilometres of lanes</li> </ul>   | <ul style="list-style-type: none"> <li>110 kilometres of repaved roads and lanes</li> </ul>   | <ul style="list-style-type: none"> <li>3 kilometres of road in new neighbourhoods</li> </ul>   | 30%                 |
| <b>PARKING</b>               | <ul style="list-style-type: none"> <li>10,000 meters</li> <li>19 parkades</li> </ul>   | <ul style="list-style-type: none"> <li>Approximately 3,000 parking meters renewed</li> <li>Renewal of Gastown parkade</li> </ul>                                  | <ul style="list-style-type: none"> <li>2,500 new parking meters</li> <li>New parkade adjacent to Convention Centre and float plane terminal in Coal Harbour</li> </ul>                               | Less than 5%        |



## Transportation (2)

**PROPOSED INVESTMENT: \$150 M**

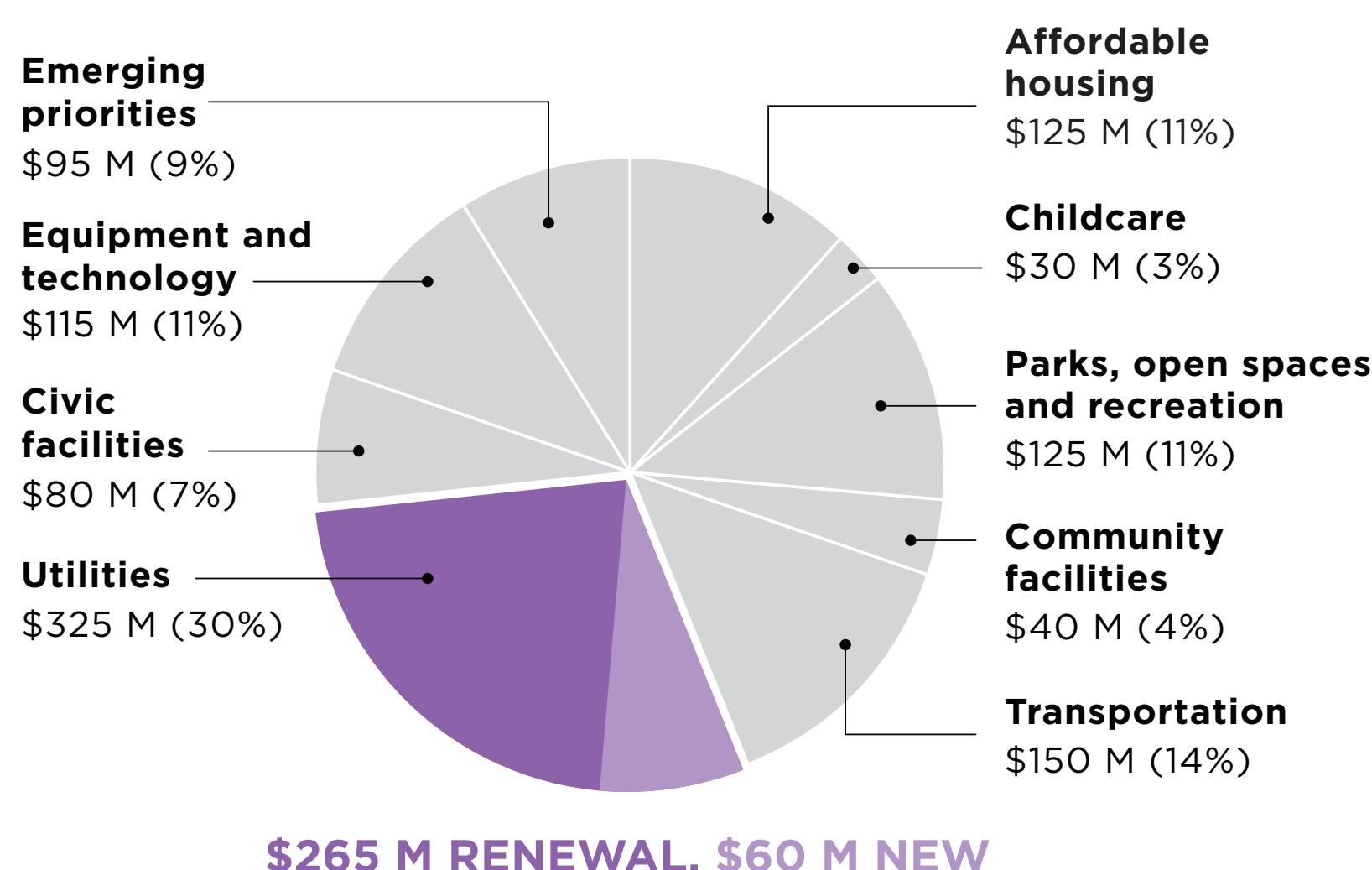
### WHAT WE PROPOSE INVESTING FOR 2015-2018

| AREA                         | THE CITY OF TODAY (renewal): \$105 M   | THE CITY OF TOMORROW (new): \$45 M   |
|------------------------------|--|--|
| <b>WALKING &amp; CYCLING</b> | <ul style="list-style-type: none"> <li>Reconstruct approximately 10 kilometres of sidewalk</li> </ul>  | <ul style="list-style-type: none"> <li>2 kilometres of new sidewalk</li> <li>250 to 300 new and upgraded curb ramps</li> <li>12 new pedestrian-bike signals</li> <li>Pedestrian safety and public realm improvements as part of Downtown Eastside, Marpole, Mount Pleasant, and West End community plans</li> <li>Complete the Comox-Helmcken and Seaside (Point Grey Road) greenways</li> <li>Upgrade the 10th Avenue, Adanac, and Ontario bikeways to all ages and abilities (AAA) guidelines</li> <li>Upgrade and make facilities permanent on Burrard Bridge</li> <li>Temporary improvements on Granville Street and Cambie Street bridges</li> </ul> <p>In addition, public realm enhancements can be achieved as part of new development</p> |
| <b>TRANSIT</b>               | --   | <ul style="list-style-type: none"> <li>Funding strategy to be developed for the Broadway Millennium Line extension with senior levels of government, TransLink, and other partners</li> <li>Bus route changes in eastern part of downtown</li> </ul>   |
| <b>MAJOR ROADS</b>           | <ul style="list-style-type: none"> <li>Repave 45 kilometres of major roads, including Water Street in Gastown</li> <li>Rehabilitate the sidewalks, railings, and lighting on the Burrard Bridge</li> </ul> | --   |
| <b>LOCAL ROADS</b>           | <ul style="list-style-type: none"> <li>Repave 45 kilometres of local roads and lanes</li> </ul>  | --   |
| <b>PARKING</b>               | <ul style="list-style-type: none"> <li>Replace 2,500 parking meters</li> <li>Maintain and renovate parkades</li> </ul>   | <ul style="list-style-type: none"> <li>Install 1,200 new meters</li> </ul>   |



# Utilities

**PROPOSED INVESTMENT: \$325 M**



## GUIDING PRINCIPLES:

- Maintain existing utility infrastructure in acceptable condition.
- Upgrade or provide new utility infrastructure to meet future civic and community needs.

## GUIDING INITIATIVES:

- Capital Strategic Outlook for 2011-2021 (2011)
- Neighbourhood Energy Strategy (2012)

## CURRENT STATUS OF CAPITAL ASSETS

| AREA                        | WHAT WE HAVE  | RENEWED (2005-2014)   | ADDED (2005-2014)  | % IN POOR CONDITION                        |
|-----------------------------|---|---|--|--|
| <b>WATERWORKS</b>           | <ul style="list-style-type: none"> <li>1,484 km of water mains</li> <li>101,000 water connections</li> <li>15,300 water meters</li> </ul> | <ul style="list-style-type: none"> <li>109 km of water mains</li> <li>About 20,000 water connections</li> <li>About 3,600 water meters</li> </ul>   | <ul style="list-style-type: none"> <li>5 km of water mains</li> <li>About 4,100 water meters</li> </ul>  | 20%  |
| <b>SEWERS</b>               | <ul style="list-style-type: none"> <li>2,096 km of sewer mains</li> <li>101,000 sewer connections</li> <li>24 pump stations</li> </ul>    | <ul style="list-style-type: none"> <li>112 km of combined sewer mains replaced with 224 km of separated sewer mains</li> <li>About 20,000 sewer connections</li> <li>4 sewer pump stations</li> </ul> | <ul style="list-style-type: none"> <li>5 km of sewer mains</li> </ul>  | 15%  |
| <b>SOLID WASTE</b>          | <ul style="list-style-type: none"> <li>Transfer station</li> <li>Landfill in Delta</li> </ul>   | --  | <ul style="list-style-type: none"> <li>Closure and installation of gas collection infrastructure at the landfill: portions of 'Phase 2' and 'Phase 3' areas</li> </ul> | Buildings: 85%<br>Landfill: Not applicable |
| <b>NEIGHBOURHOOD ENERGY</b> | <ul style="list-style-type: none"> <li>1 energy centre</li> <li>5 kilometres of pipes</li> <li>22 transfer stations</li> </ul>            | --  | <ul style="list-style-type: none"> <li>1 energy centre</li> <li>5 kilometres of pipes</li> <li>22 transfer stations</li> </ul>   | 0%   |

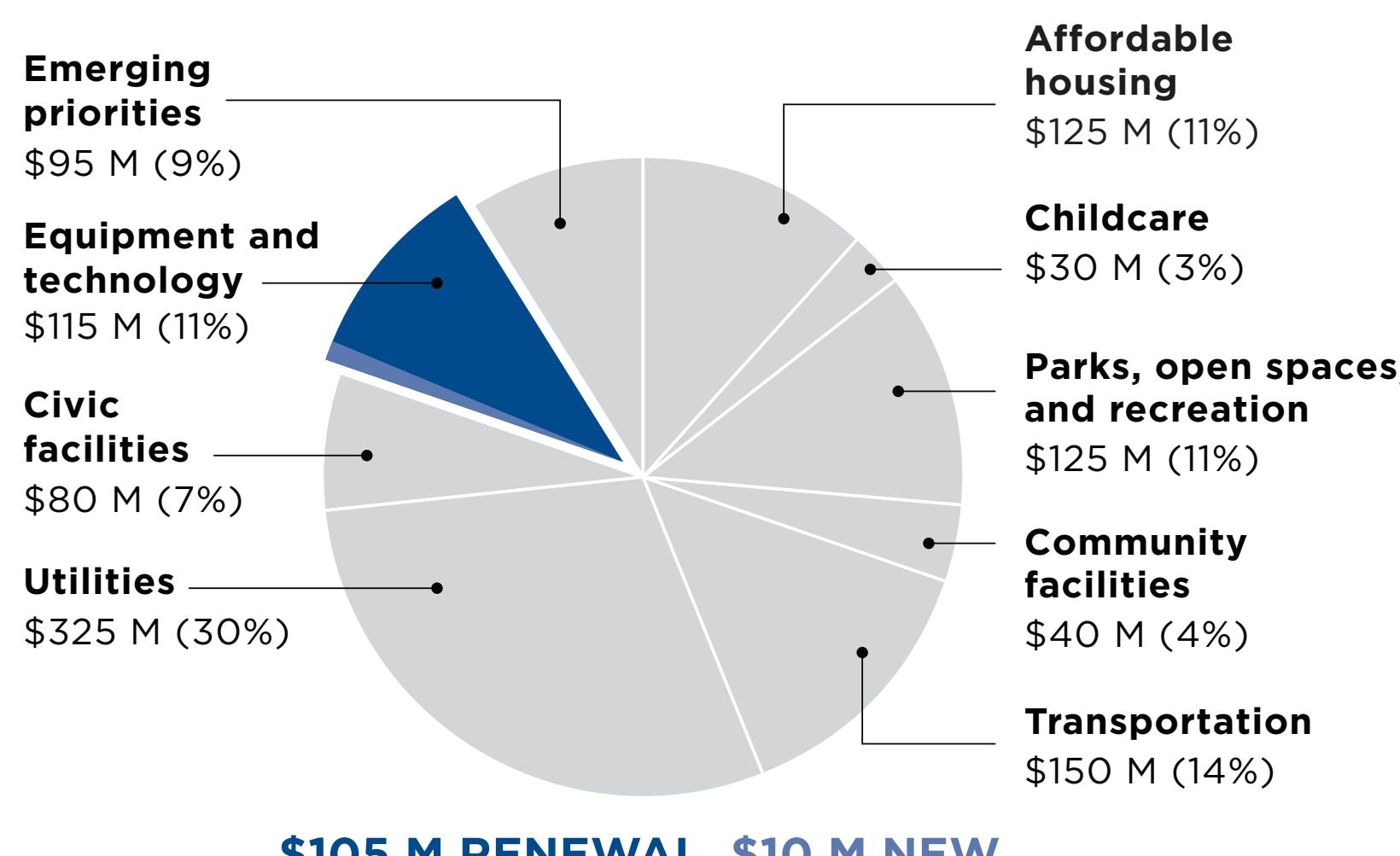
## WHAT WE PROPOSE INVESTING FOR 2015-2018

| AREA                        | THE CITY OF TODAY (renewal): \$265 M  | THE CITY OF TOMORROW (\$60 M)   |
|-----------------------------|---|---|
| <b>WATERWORKS</b>           | <ul style="list-style-type: none"> <li>Replace 30 to 35 km of water mains</li> <li>Replace 5,000-6,000 water connections</li> <li>Replace 2,500 water meters</li> </ul>   | <ul style="list-style-type: none"> <li>4,500 new water meters</li> </ul>  |
| <b>SEWERS</b>               | <ul style="list-style-type: none"> <li>Replace 60 kilometres of combined sewer mains with 120 kilometres of separated sewer mains</li> <li>Replace 5,000 to 6,000 sewer connections</li> <li>Replace 4 pump stations</li> </ul> | --  |
| <b>SOLID WASTE</b>          | --  | <ul style="list-style-type: none"> <li>\$50 million for the closure and installation of gas collection infrastructure at the landfill: portions of 'Phase 3' and 'Western 40 hectares' areas</li> </ul> |
| <b>NEIGHBOURHOOD ENERGY</b> | --  | <ul style="list-style-type: none"> <li>\$10 million for the expansion of the energy centre and new infrastructure to connect 10 to 15 new buildings</li> </ul>  |



# Equipment & technology

**PROPOSED INVESTMENT: \$115 M**



## GUIDING PRINCIPLES:

- Maintain existing equipment & technology in acceptable condition.
- Invest in technology to support business transformation.

## GUIDING DOCUMENTS:

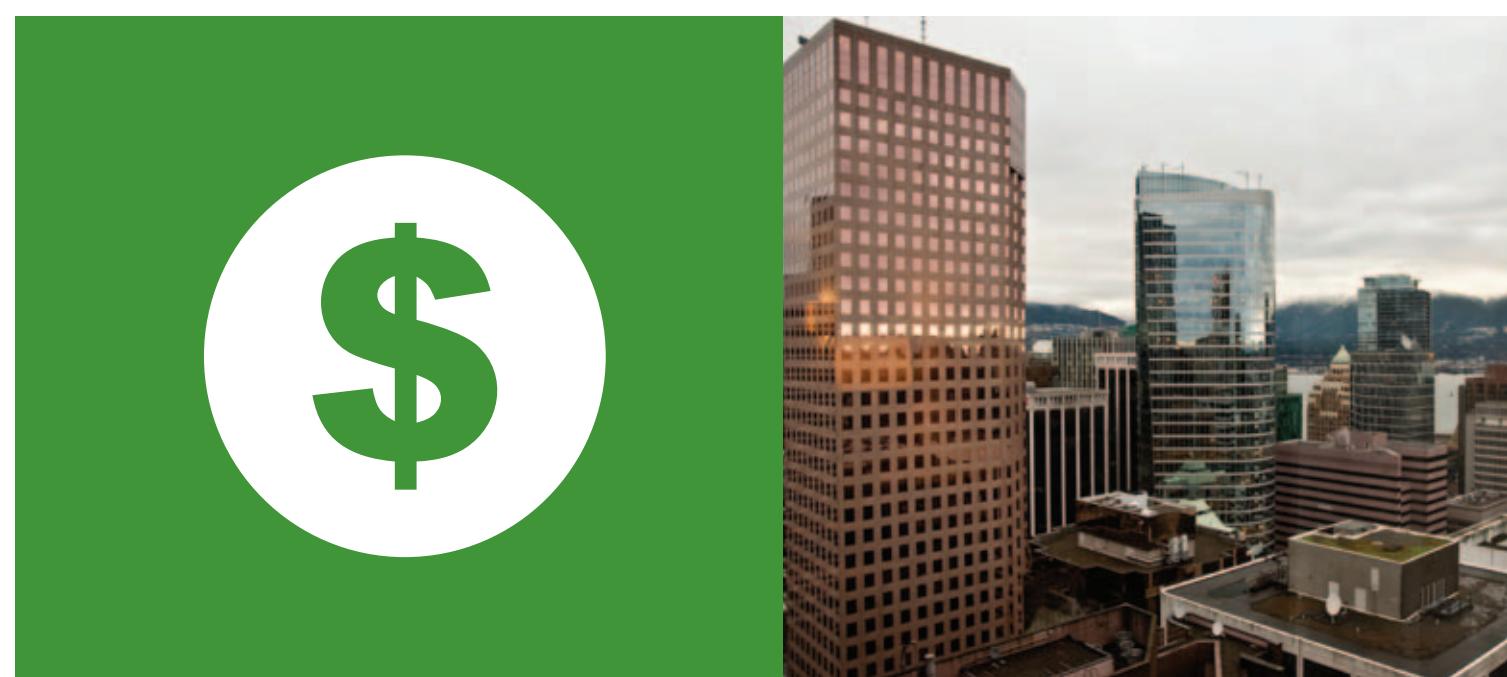
- Digital Strategy (2012)

## CURRENT STATUS OF CAPITAL ASSETS

| AREA                   | WHAT WE HAVE  | RENEWED (2005-2014)   | ADDED (2005-2014)   | % IN POOR CONDITION |
|------------------------|---|---|---|---------------------|
| VEHICLES & EQUIPMENT   | <ul style="list-style-type: none"> <li>1,850 vehicles</li> <li>2,850 pieces of equipment</li> </ul>                                     | <ul style="list-style-type: none"> <li>815 vehicles</li> </ul>  | <ul style="list-style-type: none"> <li>195 vehicles</li> </ul>  | 10%                 |
| INFORMATION TECHNOLOGY | <ul style="list-style-type: none"> <li>8,000 computers and electronic devices</li> <li>250 specialized software applications</li> </ul> | <ul style="list-style-type: none"> <li>16,000 computers and electronic devices replaced based on lifecycle</li> <li>software applications renewed include SAP, online licences and permits and online taxes and utility accounts</li> </ul> | <ul style="list-style-type: none"> <li>2,000 computers and electronic devices added</li> <li>VOIP phone system</li> <li>Software applications, include Hansen asset management, VanDocs document management and Lagan call centre management</li> <li>Software as a Service (SaaS) applications added include Volunteer Management (Better Impact), Donations Tracking (Raiser's Edge), Social Media Tracking (Hootsuite) and Community Collaboration (ePanel)</li> </ul> | 5%                  |

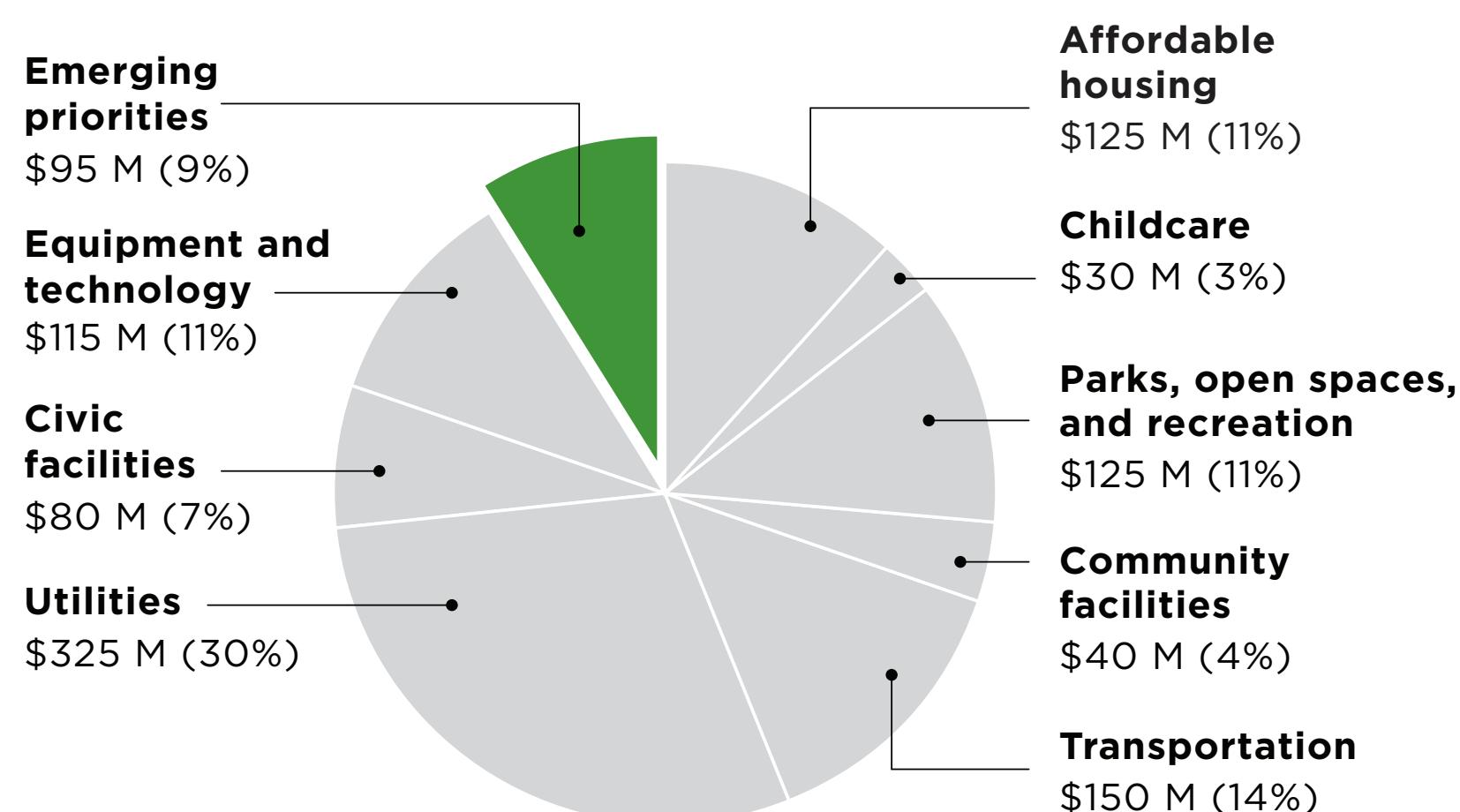
## WHAT WE PROPOSE INVESTING FOR 2015-2018

| AREA                   | THE CITY OF TODAY (renewal): \$105 M  | THE CITY OF TOMORROW (new): \$10 M  |
|------------------------|---|---|
| VEHICLES & EQUIPMENT   | <ul style="list-style-type: none"> <li>Replace 625 to 725 vehicles (Total investment from the City: \$60 million)</li> </ul>  | --  |
| INFORMATION TECHNOLOGY | <ul style="list-style-type: none"> <li>Ongoing replacement of computers and hardware</li> <li>Replace major applications, e.g. SAFARI recreation system and fleet management system (Total investment from the City: \$45 million)</li> </ul> | <ul style="list-style-type: none"> <li>Implementation of Digital Strategy, e.g. wi-fi expansion and mobile technology</li> <li>Geo-remote data centre</li> <li>New business system technologies</li> <li>Total investment from the City: \$10 million towards information technology</li> </ul> |



# Emerging priorities

**PROPOSED INVESTMENT: \$95 M**



## GUIDING PRINCIPLES:

Maintain a contingency fund for emerging priorities and opportunistic investments during the course of the Capital Plan due to the following factors:

- The capital plan time frame is extended from 3 to 4 years with greater uncertainty on inflation.
- The need to set aside funding to leverage federal and provincial funding, such as the Building Canada Fund and Gas Tax Fund.
- The need to set aside funding to support innovative, cross-agency partnership opportunities, such as with the Vancouver School Board, and charitable and non-profit organizations.

## PROPOSED INVESTMENT FOR 2015-2018:

**EMERGING PRIORITIES**

**INFLATION CONTINGENCY**

**CITY-WIDE OVERHEAD**

\$75 M

\$10 M

\$10 M

# Balancing renewal of existing facilities and building new infrastructure

City Council has established for capital expenditures a balance between spending on the maintenance and renewal of existing infrastructure and facilities and new services and facilities.

Over the years, the City has built and acquired new facilities and infrastructure, and it's important that they are maintained and renewed in order to continue to support the services that rely on them. This is balanced with the need and desire for new and enhanced infrastructure to meet the growing needs of the city.

Similar to the last two capital plans, the Draft Capital Plan for 2015-2018 allocates about two-thirds of funding to the maintenance and renewal of existing facilities and one-third to new services and facilities (see chart).



# Funding the Capital Plan

The City's capital projects are **funded from a range of sources (who pays)** through a mix of financing methods (when to pay) that best suit the type of project.

The Draft 2015-2018 Capital Plan includes funding received from:

- **Property tax and user fees**

Operating revenue such as property taxes, utility fees (e.g. water and sewer fees) and parking revenue fund a majority of capital projects, consistent with previous capital plans.

- **Contributions from development**

New and expanded amenities and infrastructure needed for growth will be funded in part through contributions from development, including Development Cost Levies (DCLs) and Community Amenity Contributions (CACs).

- **Contributions from other partners**

The City receives funding from other levels of government (the provincial and federal governments), Crown agencies (e.g. TransLink funding for roadwork), and non-profit agencies, foundations and philanthropists, particularly for the areas of childcare and affordable housing.

The City uses a variety of financing methods to fund the wide array of large and small capital projects.

- **Capital reserves (paid in advance)**

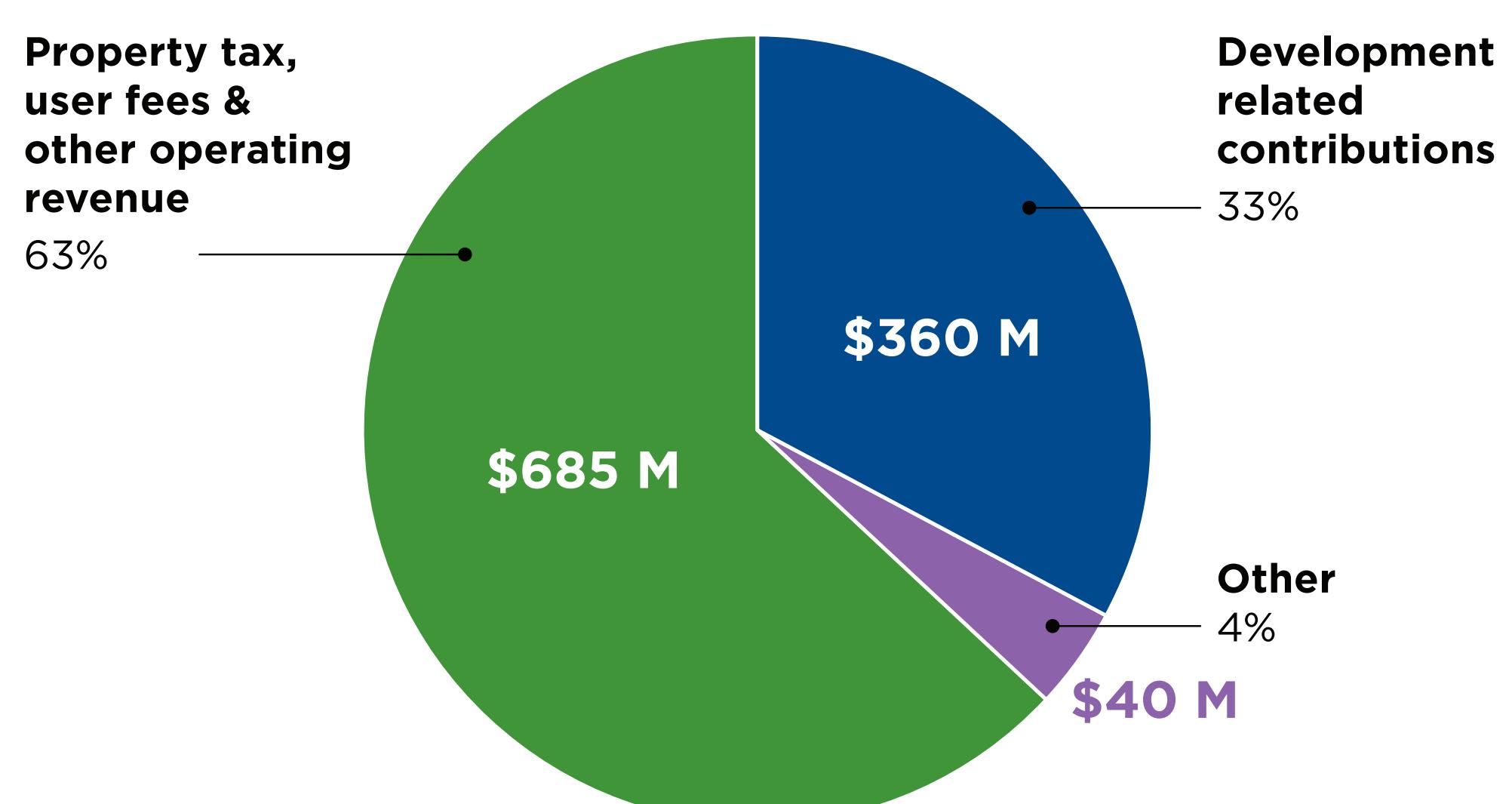
Capital reserves are essentially savings accounts used to accumulate funds from revenue or other sources over time to fund a project in the future.

- **Pay as you go**

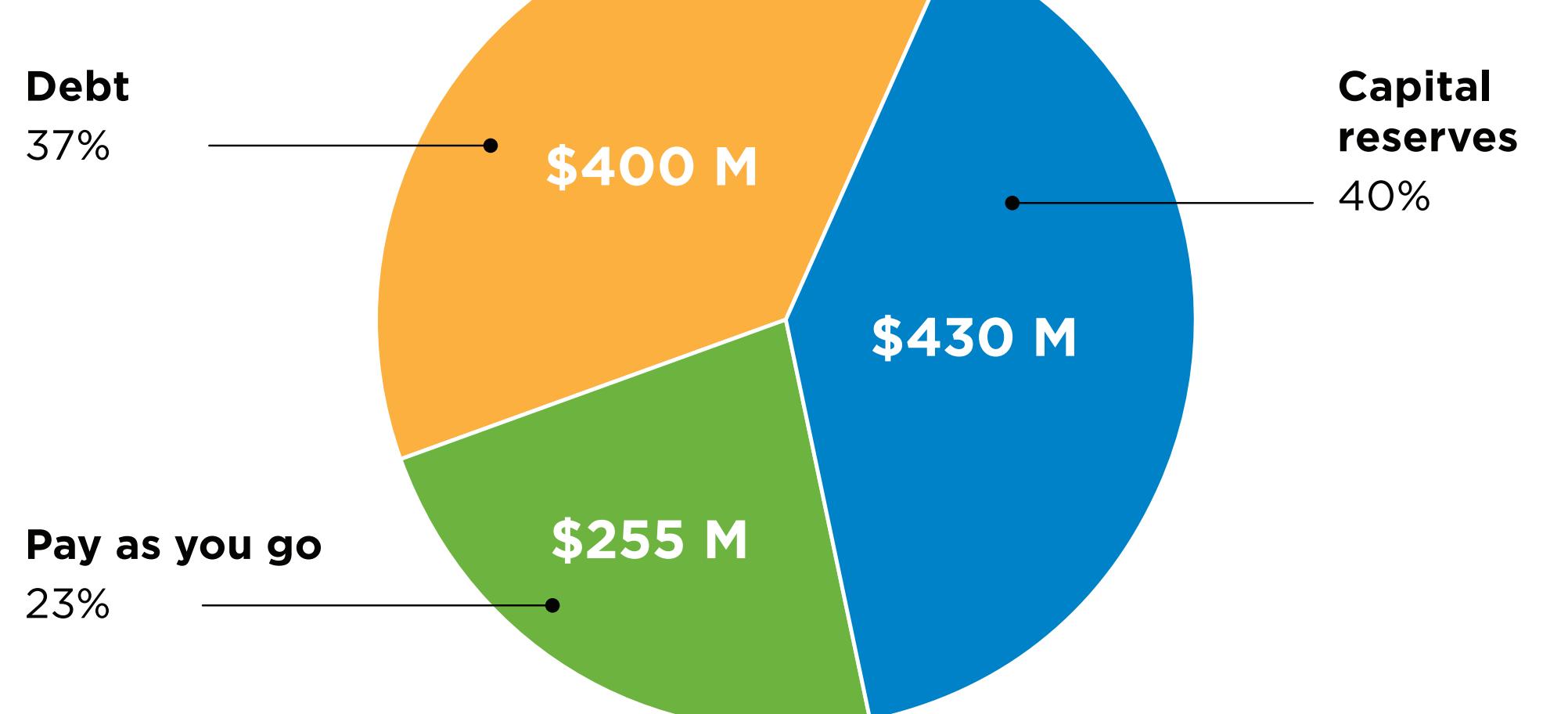
Pay as you go provides funds for capital projects using current revenue and/or fees or other sources.

- **Debt**

Debt provides funds for just over a third of the City's allocation for capital projects. Borrowing allows for payment over a longer time frame (10 years), and ensures that more residents and businesses that benefit from the project participate in paying for it.



**SOURCES OF FUNDS (WHO PAYS)**



**FINANCING METHODS (WHEN TO PAY)**



**Please fill out our questionnaire.  
Also available online at:  
[vancouver.ca/capitalplan](http://vancouver.ca/capitalplan)**

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**Thanks for your  
feedback today!**

## I. STRATEGIC CAPITAL PLANNING: 10-YEAR OUTLOOK → 4-YEAR PLAN → ANNUAL BUDGET

Figure 1 below outlines the City's capital planning framework. The 10-year Capital Strategic Outlook presents the City's long-term vision with regard to capital investments in public amenities and infrastructure. The 4-year Capital Plan defines the financial capacity and debt financing strategy for advancing specific capital projects within the capital plan timeframe. The annual Capital Budget (with a 3-year forecast) sets out the capital projects and spending for the year.



Since 2011, the City has adopted a service-based capital planning framework to drive accountability, enhance transparency, and enable a more holistic city-wide approach to long-term capital investment decision-making. Service plans inform the output metrics for the 10-year Capital Strategic Outlook and 4-year Capital Plan for each program area. Table 2 below summarizes the program areas and sub-categories used for the 2015-2018 Capital Plan.

**Capital Planning Program Areas & Sub-Categories**

| Categories                      | Sub-Categories  |
|---------------------------------|---|
| Affordable Housing              | <ul style="list-style-type: none"> <li>• Non-market rental housing</li> <li>• Market rental housing</li> </ul>  |
| Childcare                       | <ul style="list-style-type: none"> <li>• Childcare for 0-4 years old</li> <li>• Childcare for 5-12 years old</li> </ul>   |
| Parks, Open Spaces & Recreation | <ul style="list-style-type: none"> <li>• Urban Forest &amp; Natural Features</li> <li>• Seawall &amp; Waterfront</li> <li>• Activity Features</li> <li>• Park Buildings</li> <li>• Park Infrastructure</li> <li>• Public Art</li> <li>• Recreation Facilities</li> <li>• Entertainment &amp; Exhibition Facilities</li> </ul> |

| Categories             | Sub-Categories  |
|------------------------|---|
| Community Facilities   | <ul style="list-style-type: none"> <li>• Libraries &amp; Archives</li> <li>• Social Facilities</li> <li>• Cultural Facilities</li> </ul>  |
| Transportation         | <ul style="list-style-type: none"> <li>• Walking and Cycling</li> <li>• Transit</li> <li>• Major Roads</li> <li>• Local Roads</li> <li>• Parking</li> </ul>   |
| Utilities              | <ul style="list-style-type: none"> <li>• Waterworks</li> <li>• Sewers</li> <li>• Solid Waste</li> <li>• Neighborhood Energy</li> </ul>  |
| Civic Facilities       | <ul style="list-style-type: none"> <li>• Police Facilities</li> <li>• Fire &amp; Rescue Facilities</li> <li>• Animal Control Facility</li> <li>• Administration Buildings</li> <li>• Service Yards</li> </ul> |
| Equipment & Technology | <ul style="list-style-type: none"> <li>• Vehicles &amp; Equipment</li> <li>• Information Technology</li> </ul>  |

## II. LONG-TERM GOALS & STRATEGIC PRIORITIES

The City of Vancouver's mission is "to create a great city of communities that cares about its people, its environment, and the opportunities to live, work and prosper". It does this by ensuring that all its resources and capital investments support the three long-term priorities identified in its Corporate Strategic Plan.



**People - Cultivate and sustain vibrant, creative, safe and caring communities for the wide diversity of individuals and families who live in, work in and visit Vancouver.**

Vancouver is the eighth largest city in Canada. Our city is remarkable for its diverse population, with half of our residents speaking English as a second language. The health and vitality of Vancouver's communities and the celebration of their diversity make the city a magnet for people from around the world. With 5,250 people per square kilometer, Vancouver is one of the most densely populated cities in the country. Our limited land base and growing population have given rise to unique issues related to affordability and the availability of land for housing and a full range of economic activity.

**Prosperity - Provide and enhance the services, infrastructure and conditions that sustain a healthy, diverse and resilient local economy.**

Vancouver has one of the most diverse and resilient economies in North America. Building on the foundation of our robust natural resource sector, our growing digital media and clean technology sectors as well as our strong tourism and international education sectors also contribute to the City's continued economic growth, prosperity, and livability. Vancouver is North America's gateway to Asia and a major regional transportation hub. The city is home to Port Metro Vancouver—the busiest and largest port in Canada—and is in close proximity to the Vancouver International Airport, often rated as one of the world's best. Our well-educated, highly skilled, and culturally diverse workforce further reinforces our competitive position in the global market.

Council has prioritized economic development by promoting and strengthening local businesses while also making the city an attractive destination for businesses from around the world. In 2011, Vancouver Economic Commission (VEC) launched the Vancouver Economic Action Strategy, which focuses on changes that will most improve Vancouver's business climate, support existing local businesses, facilitate new investment, and attract the people essential to our future economic success. It places particular emphasis on our global leadership in creative industries and clean technology and on opportunities for greening our local businesses.

The City continues to work with Translink to help advance Regional Transportation Strategy, including the Broadway Millennium Line Subway Extension, which will be fundamental to reaching the economic potential of the second-most important economic corridor in the Province. A Broadway subway will ensure the efficient movement of people and the ability to accommodate access to jobs.

**Environment - Protect and enhance Vancouver's climate, ecology, natural resources and connections to the City's remarkable natural settings for future generations.**

Vancouver is home to world-class parks and green spaces and the wealth that stems from our abundant natural setting.

The Greenest City 2020 Action Plan was launched in 2011 with measurable and ambitious targets for reducing carbon and waste and improving ecosystems. This key plan addresses goals and issues across diverse areas and has put Vancouver on the path to sustainability in most aspects of life and work in the city.

Since the plan was approved, city-wide carbon emissions, waste production, and water consumption are down 4%, 11% and 16% respectively. In addition, the number of amenities to support local food has increased by 24%.

### III. ECONOMIC OUTLOOK

In developing the 2015-2018 Capital Plan, one of the key considerations is the City's long-term fiscal capacity as determined within the context of the global, national, provincial and local economic outlook that is in a constant state of change. This provides us with the necessary context to plan for known risks and focus on long-term financial sustainability.

Despite the improvement observed in recent months, the global economy remains uncertain which could have an impact on Vancouver's economy. The **United States'** economy continues to improve in 2014 with modest employment growth, a slow but gradual recovering housing market, and accelerated business capital investments and consumer spending. Emerging from recession in the second half of 2013, the **European Union's** economy continues to stabilize. While Germany and the United Kingdom have consistently been leading in growth, economic recovery for the rest of the Eurozone has not been encouraging as unemployment remains historically high and the risk of disinflation has elevated in recent months. After slowing for two years, **China's** economy began to stabilize in 2013; however, growth has since stalled in early 2014. Annual GDP growth is expected to range from 7% to 7.5%, which is far lower than the double-digit growth China experienced over the last decade as its government continues to focus on economic and social reform.

Following a subpar performance in 2012 and 2013 with real GDP growth having gained only 1.7%, **Canada's** economy is expected to improve over the next two years boosted by continuing low interest rates, improving business and consumer confidence, and a recovering U.S. economy which will help stimulate business capital investment and boost exports. However, a continued environment of fiscal restraints across all levels of government and continuing elevated household debt will have a dampening effect on the economy. Overall, real GDP growth is forecasted to reach 2.3% in 2014, peak at 2.6 % in 2016, and come down to 1.9% in 2018.

**British Columbia's** economy is expected to grow 1.9% in 2013, 2.4% in 2014, peak at 3% in 2016, and lower to 2.3% in 2018. Fuelled by a weaker Canadian dollar, recovering U.S. market and emerging economies in Asia, and higher demand for natural gas and wood products, the strengthening economy will encourage business investments and hiring. Unemployment is expected to fall from 6.6% in 2013 to 5% in 2018, and higher household income will further support the retail and housing markets over the next few years. New home construction is expected to surpass 2012 to reach 28,600 units in 2015 and gradually increase to 31,900 units by 2017 & 2018. However, continued fiscal restraint by the provincial government will have a dampening effect on the economy.

**Vancouver's** (Census Metropolitan Area) economic growth is forecast to accelerate from 2.5% in 2013 to 2.7% in 2014, peak at 3.4% in 2016, and come down to 3% in 2018. The job market is also expected to improve, lowering the unemployment rate from 6.7% in 2013 to 6.2% in 2014 and further down to 5% by 2018. Supported by immigration, it's expected that Vancouver's population will grow at 1.5% in 2014 and increase to 1.7% in 2015-2018.

Metro Vancouver housing starts fell 2% in 2013 to 18,700, and are expected to lower further in 2014 to 17,900 before picking up to reach 18,000 in 2015 and 18,800 in 2018. There is no sign of overbuilding, as the ratio of housing starts to population growth has been broadly in line with its 25-year average. Consistently strong office and other job space construction activity will compensate for the pull back in housing starts. Office vacancies in the city of Vancouver are among the lowest in the region, and the number of new businesses is growing. Even with the recent slowdown in the housing market, affordability remains a concern for the foreseeable future. As well, household after-tax income has not kept pace with inflation during the past five years, and discretionary household income will continue to be under pressure. Furthermore, continued fiscal constraints at senior levels of government will add pressure on local governments to provide additional services to taxpayers.