

Capital Planning

Contact info:

Michel Desrochers

Manager of Capital Planning & Strategy

City of Vancouver

michel.desrochers@vancouver.ca

Capital vs. Operating

Capital

- Relates to the physical infrastructure
- Typically longer term in nature



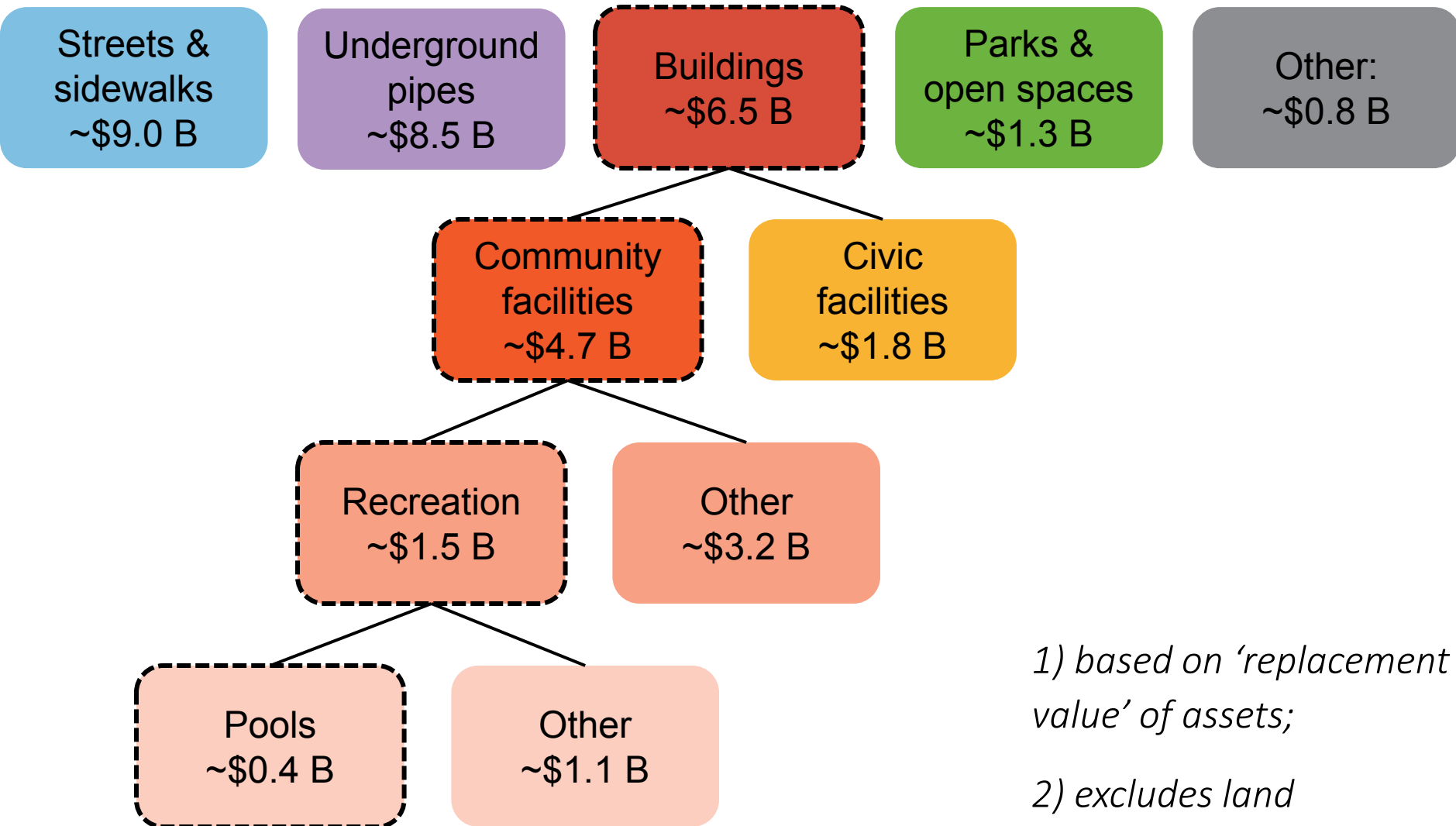
Operating

- Relates to the range of activities that deliver services (directly or indirectly)
- Typically shorter term in nature (daily, weekly, monthly or seasonal)



The Capital Universe...

The City owns ~\$26 billion* worth of capital assets:



1) based on 'replacement value' of assets;

2) excludes land

The Capital Universe...

Category	City Assets	Non-City Assets
Housing	750 units	24,900 units
Childcare	3,065 spaces	9,200 spaces
Parks	1,370 hectares 32 km of seawall	tbd
Community Facilities	~180 buildings 9 indoor pools + 5 outdoor pools	tbd 5 pools operated by non-profits
Civic Facilities	~100 buildings	nil
Transportation	2,165 km of sidewalks 320 km of bikeways 358 km of major roads 1,058 km of local roads	25 km of rapid transit (3 lines) 6 km of highways 5 bridges leading into city
Water & Sewers	1,486 km of water mains 2,117 km of sewer mains	103 km of water mains 125 km of sewer mains 3 water reservoirs

Three fundamental goals

1. **Renew** aging capital assets



2. **Add** new or **expand** existing capital assets to serve population growth



3. **Change** capital assets to respond to new needs & policies



City's Capital Planning Framework

30-Year Vision

Desired future

Every ~10 years

Identifies long-term policy goals

10-Year Capital Strategic Outlook

Strategic choices about investments

Every 4 years

Identifies objectives to be achieved
(may include specific projects)

Assign order-of-magnitude funding

4-Year Capital Plan

Shorter term priorities

Every 4 years

Identifies program priorities and specific projects to be completed

Assign specific funding level

1-Year Capital Budget (updated quarterly) + 3 year forecast

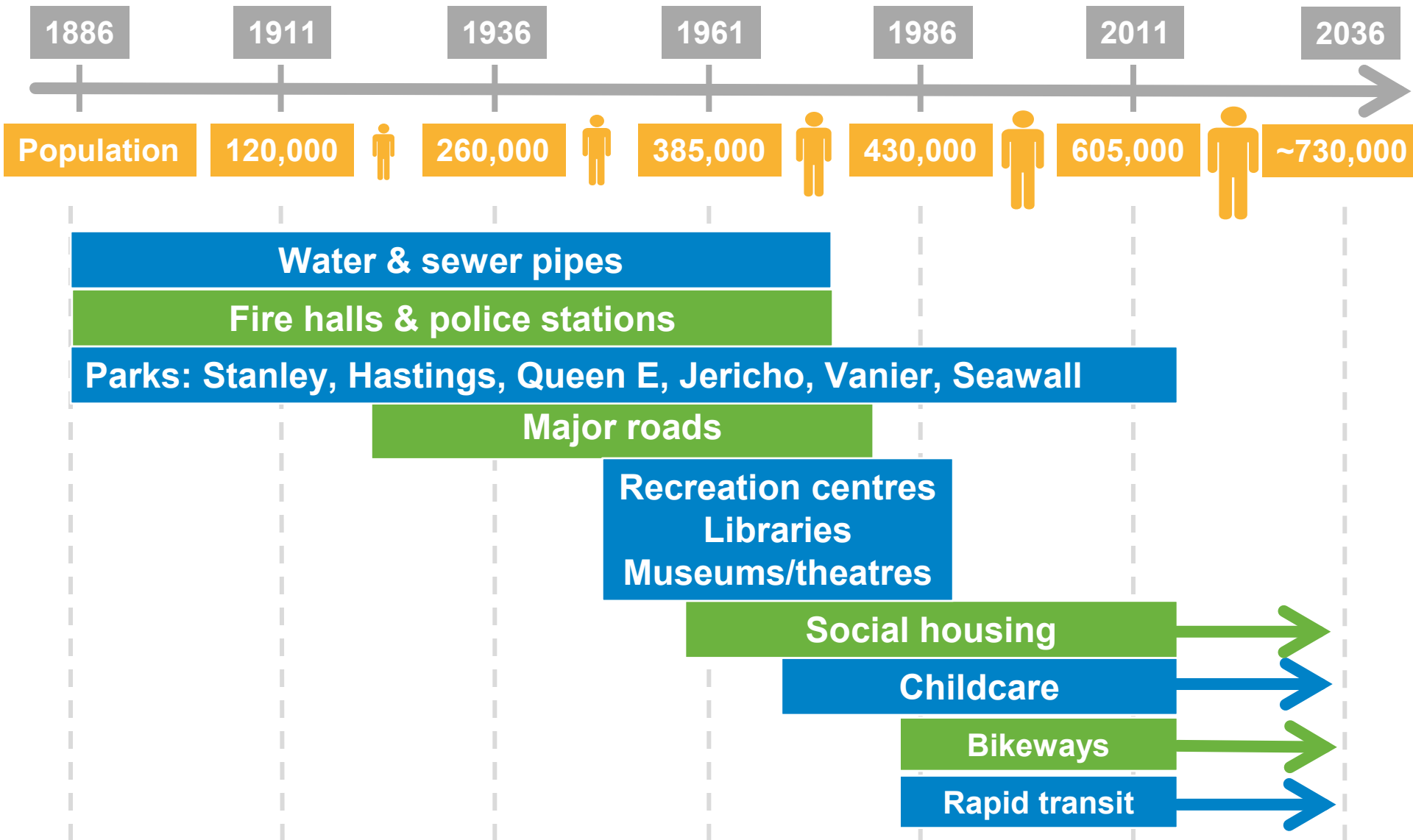
Project approval

Every year

Provides detailed information and plans about projects to be completed

Assigns fixed funding level

Understanding history when planning the future



The geography of 'service delivery'

Primarily local-serving:



The geography of 'service delivery'

Primarily city-wide-serving:



The geography of 'service delivery'

Primarily regional-serving:



Review of location & size when renewing buildings

Examples involving change of location:

- City Archives (underway)
- Evelyne Saller Centre (underway)
- ná'ca?mat ct Strathcona Library (2017)
- Hillcrest Centre & Library (2010)
- Mt. Pleasant Centre & Library (2009)
- Sunset Centre (2007)
- Central Library (1995)



Funding Sources

“Who pays”

- City contributions
- Development contributions
- Partner contributions

Financing Methods

“When to pay”

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

Food for thought...

- Think of what will work for citizens today and well into the future
- It will be a long process to renew, expand and enhance the pool network...
 - you don't have to have all the answers in 2019
 - aim to develop a strategy that will guide future decisions for the next 10 years
- Be bold and be realistic!