



# PUBLIC MEETING AGENDA

**Version:** November 26, 2021

**December 3, 2021, 9:00AM to 10:15AM**

Via Videoconference (live streamed to [Mayors' Council YouTube Channel](#))

**Chair:** Mayor Jonathan X. Coté

**Vice-Chair:** Mayor Jack Froese

Note that times for each agenda item are estimates only. This meeting will be livestreamed and available afterwards on the [Mayors' Council's YouTube channel](#).

<b>8:50AM</b>	<i>Technology Test: Members, please connect to the meeting early, by 8:50AM, to provide time to trouble-shoot any connection problems.</i>
<b>9:00AM</b>	<b>1. PRELIMINARY MATTERS</b> 1.1. Adoption of agenda..... Page 1 1.2. <a href="#">Approval of Minutes (October 22, 2021)</a> ..... 2
<b>9:05AM</b>	<b>2. <a href="#">ELECTION OF 2022 CHAIR AND VICE-CHAIR OF THE MAYORS' COUNCIL</a>.....5</b>
<b>9:20AM</b>	<b>3. <a href="#">PUBLIC DELEGATES</a> .....7</b>
<b>9:40AM</b>	<b>4. REPORT OF TRANSLINK MANAGEMENT ..... ON TABLE</b> <ul style="list-style-type: none"> <li>• CEO Report</li> <li>• Ridership Update</li> <li>• Update on TransLink Budget</li> <li>• Update on 2022 Service Changes</li> </ul>
<b>9:55AM</b>	<b>5. REPORT OF THE FINANCE AND GOVERNANCE COMMITTEE</b> 5.1. <a href="#">Broadway Subway Supportive Policies Agreement 2020 Annual Report</a> .....8 <ul style="list-style-type: none"> <li>• Attachment #1: Broadway Subway SPA 2020 Annual Report ..... 16</li> </ul> 5.2. <a href="#">2022 Mayors' Council Budget and Workplan</a> ..... 11
<b>10:10AM</b>	<b>6. OTHER BUSINESS</b> 6.1. Next Meeting, held jointly with the TransLink Board (Metro Vancouver Boardroom, with videoconference access option) – January 27, 2022
<b>10:15AM</b>	<b>7. ADJOURN</b> to closed session

*Note that Mayors' Council members and Public Delegates will be participating via Zoom videoconferencing. Zoom connection information sent separately via e-mail.*

## MEETING OF THE MAYORS' COUNCIL ON REGIONAL TRANSPORTATION DRAFT PUBLIC MEETING MINUTES

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Minutes of the Public Meeting of the Mayors' Council on Regional Transportation (Mayors' Council) held Friday, October 22, 2021 at 9:00 a.m. via videoconference.

### PRESENT:

Mayor Jonathan Coté, New Westminster, Chair  
Mayor Jack Froese, Langley Township,  
Vice-Chair  
Chief Ken Baird, Tsawwassen First Nation  
Mayor Malcolm Brodie, Richmond  
Mayor Linda Buchanan, North Vancouver City  
Mayor Bill Dingwall, Pitt Meadows  
Mayor George Harvie, Delta  
Mayor Mike Hurley, Burnaby (arrived at  
9:06 a.m.)  
Mayor Mike Little, North Vancouver District  
Mayor Doug McCallum, Surrey  
Director Jen McCutcheon, Electoral Area A

Mayor John McEwen, Anmore  
Mayor Ron McLaughlin, Lions Bay  
Mayor Mike Morden, Maple Ridge (arrived at  
9:11 a.m.)  
Councillor Alison Morse, Bowen Island  
Mayor Jamie Ross, Belcarra  
Mayor Kennedy Stewart, Vancouver  
Mayor Richard Stewart, Coquitlam  
Mayor Rob Vagramov, Port Moody  
Mayor Val van den Broek, Langley City  
Mayor Darryl Walker, White Rock  
Mayor Brad West, Port Coquitlam

### REGRETS:

Councillor Craig Cameron, West Vancouver

### ALSO PRESENT:

Michael Buda, Executive Director, Mayors' Council on Regional Transportation Secretariat  
Kevin Quinn, Chief Executive Officer, TransLink

### PREPARATION OF MINUTES:

Carol Lee, Recording Secretary, Mosaic Writing Group

### CALL TO ORDER

Chair Jonathan Coté declared that a quorum was present and called the meeting to order at 9:01 a.m.

Chair Coté acknowledged that the meeting is taking place on the traditional and unceded territories of the Halq'éméylem, Semiahmoo and Skwxwú7mesh speaking people. These refer to the language groups that more widely encompass the Indigenous people of many nations who use and continue to use the land on whose territories TransLink works, operates and serves. As a council, we recognize the importance of doing our best to build respectful relationships that contribute to stewarding the land and waters in the community with integrity and consideration for future generations.

### 1. PRELIMINARY MATTERS

#### 1.1. Adoption of the Agenda

*Draft agenda for the October 22, 2021 Public Meeting of the Mayors' Council on Regional Transportation, version dated October 15, 2021, was provided with the agenda material.*

**It was MOVED and SECONDED**

That the agenda of the October 22, 2021 Public Meeting of the Mayors' Council on Regional Transportation be adopted, as presented.

**CARRIED**

**1.2. Approval of Minutes (September 29, 2021)**

*Draft minutes of the September 29, 2021 Public Meeting of the Mayors' Council on Regional Transportation was provided with the agenda material.*

**It was MOVED and SECONDED**

That the minutes of the September 29, 2021 Public Meeting of the Mayors' Council on Regional Transportation be adopted, as presented.

**CARRIED**

**Agenda Varied**

The order of the agenda was varied to consider Item 3 prior to Item 2.

**3. REPORT OF TRANSLINK MANAGEMENT**

**3.1. Chief Executive Officer (CEO) Report**

Mr. Quinn led the review of a presentation titled "TransLink Management Report" and highlighted:

- Actions taken to support the Province's COVID-19 vaccination efforts
- Announcement of TransLink's mandatory vaccination policy, effective November 29, 2021
- Continuing ridership recovery in October 2021

**Member Arrived**

Mayor Mike Hurley arrived at 9:06 a.m.

- Public release of the draft Transport 2050 plan on October 12, 2021:
  - Public engagement will continue until October 29, 2021
- Commitment to work with municipalities to make transportation easier, better and more accessible to address the climate crisis.

Discussion ensued on:

- The extent of TransLink ridership recovery compared to other systems across Canada

**Member Arrived**

Mayor Mike Morden arrived at 9:11 a.m.

- Factors that are contributing to the ridership increase
- Whether the actual ridership recovery is tracking against projections:
  - Expectation that ridership will recover with the reinstatement of cultural and sporting events and the return of tourists.

**It was MOVED and SECONDED**

That the Mayors Council on Regional Transportation receives the report.

**CARRIED**

**Agenda Varied**

The order of the agenda was resumed.

**2. PUBLIC DELEGATES**

*Report titled "Item 2 – Public Delegate Presentations", dated September 20, 2021, was provided with the agenda material.*

**2.1. Joe Kunzler**

Mr. Kunzler expressed concern with the number of decisions made by the Mayors' Council during in-camera meetings.

**4. OTHER BUSINESS**

**4.1. Next Meeting**

The next Public Meeting of the Mayors' Council was scheduled for December 3, 2021 and will be held via videoconference.

**5. ADJOURNMENT**

There being no further business, the October 22, 2021 Public Meeting of the Mayors' Council on Regional Transportation was adjourned to a Closed Session at 9:19 a.m.

Certified Correct:

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Mayor Jonathan X. Coté, Chair

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Carol Lee, Recording Secretary  
Mosaic Writing Group

**TO:** Mayors' Council on Regional Transportation  
**FROM:** Mike Buda, Executive Director, Mayors' Council Secretariat  
**DATE:** November 17, 2021  
**SUBJECT:** **ITEM 2 – Election of the 2022 Chair and Vice-Chair of the Mayors' Council**

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**RECOMMENDATIONS:**

That the Mayors' Council on Regional Transportation receive this report.

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**PURPOSE:**

To review the rules and process for electing the 2022 Chair and Vice-Chair of the Mayors' Council

**BACKGROUND:**

Section 2 of the Mayors' Council's [Rules of Procedure for the Conduct of Meetings](#) applies to the election of Chair and Vice-Chair:

**ELECTION OF CHAIR AND VICE-CHAIR**

- 2.1** The Chair and Vice-Chair are elected at the last meeting of each year of the Mayors' Council.
- 2.2** Any Council Member may be nominated for the positions of Chair and Vice-Chair at the Mayors' Council meeting where the election of the Chair and Vice-Chair is to be considered. The nomination must be seconded by another Council Member and must be accepted by the Council Member so nominated.
- 2.3** If more than one person is nominated for the position of Chair or Vice-Chair, a vote by secret ballot will be taken to determine the outcome at the meeting when the nominations are made. The person who receives the most votes, as determined by the Executive Director and Corporate Secretary, will be the Chair and Vice-Chair.
- 2.4** The election of Chair and Vice-Chair will be determined on the basis of one (1) vote per Council Member and Delegate present at the meeting.
- 2.5** The Chair and Vice-Chair will hold office for a one (1) year term, commencing on January 1 and ending on December 31 of the ensuing year.
- 2.6** The Chair and Vice-Chair should declare their intention to seek re-election by notifying the Council Members by email no later than November 15.
- 2.7** If the office of the Chair or Vice-Chair becomes vacant, the Mayors' Council will elect a new Chair or Vice-Chair at its next meeting, to hold office until December 31.

On November 12, 2021, via an email sent to all members, the current Chair and Vice-Chair declared their intention to seek re-election, as per Section 2.6.

At the will of the body, the election of Chair is typically chaired by the Executive Director, and the election of Vice-Chair is typically chaired by the newly elected Chair. Nominations are accepted from the floor during this item in the agenda, as per Section 2.2. As per Section 2.3, if more than one person is nominated for the position of Chair or Vice-Chair, a vote by secret ballot will be taken, and will follow the standard process outlined in *Robert's Rules of Order*.

Since the election of the 2022 Chair and Vice-Chair will occur at a virtual meeting, held via videoconferencing, due to the physical distancing requirements of the pandemic, the secret ballot voting procedure was adjusted by the Mayors' Council at its October 29, 2020 meeting:

### **Secret Ballot Voting Procedure using the Zoom Polling Feature**

The polling feature in Zoom is a simple, straightforward way to manage secret ballots elections. The results will be kept secret by changing the Zoom account settings to make the poll anonymous, which will keep the votes anonymous in the meeting and in any subsequent polling reports that are available to the Zoom account holder (for example if a report is requested by a scrutineer).

The Zoom polling feature will be created and launched by the Recording Secretary during the meeting to accommodate all those nominated for each election. The Recording Secretary can see the progress of the responses and will close the poll after all responses are received. The poll results will be calculated immediately, and the outcome shared with meeting participants by the Recording Secretary announcing the name of the person who received the majority of the votes.

This process is simple to use for members, but allows for secret balloting, is limited to Mayors' Council members, and can be audited by candidates' scrutineers.

**TO:** Mayors' Council on Regional Transportation  
**FROM:** Gemma Lawrence, Coordinator, Mayors' Council Secretariat  
**DATE:** November 17, 2021  
**SUBJECT:** **ITEM 3 – Public Delegate Presentations**

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**RECOMMENDATION:**

That the Mayors' Council on Regional Transportation receive this report.

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**PURPOSE:**

To introduce the objectives and process for hearing from public delegates.

**BACKGROUND:**

Public participation at meetings is valued by the Mayors' Council, and 30 minutes is set aside at each open meeting to receive public delegations. The Mayors' Council will only receive public delegations who intend to speak on matters that are within the authority of the Mayors' Council.

Individuals can apply to be a delegate by completing the online [Application Form](#) up until 8:00AM, two business days prior to the meeting. In situations where there isn't enough time to hear from everyone wishing to speak, the Mayors' Council encourages written submissions be sent to [mayorscouncil@translink.ca](mailto:mayorscouncil@translink.ca).

The webpage for public delegates includes a Protocol for Public Delegates that notes:

- the Mayors' Council Chair will exercise discretion in maintaining a reasonable level of order and decorum;
- delegates and all meeting participants are reminded that different points of view are respected, and discussions are kept above the level of personal confrontation, disruptive behaviour and profanity.

**DISCUSSION:**

The deadline to apply to speak to the Mayors' Council is 8:00am two days prior to the meeting. At the time of this report, not all prospective speakers will have had a chance to complete applications. Accordingly, the **list of approved speakers, as well as any written submissions or presentations, will be provided on table**. Any presentations provided by delegates will also be provided to Mayors' Council members only, on table (up to 10-pages maximum). Each delegation will be given a maximum of three minutes to address the Mayors' Council. As a general rule, there are no questions or discussion between Council and delegates. The policy governing Public Delegates can be [found online](#).

**TO:** Mayors' Council on Regional Transportation

**FROM:** Geoff Cross, Vice President, Transportation Planning and Policy

**DATE:** November 17, 2021

**SUBJECT:** **ITEM 5.1 – Broadway Subway Supportive Policies Agreement – 2020 Annual Report**

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**RECOMMENDATION:**

That the Mayors' Council receives this report for information.

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**PURPOSE:**

The purpose of this report is to provide the Committee with the Broadway Subway SPA 2020 Annual Report for information, consistent with monitoring and reporting related to progress on the commitments made in the Supportive Policy Agreements.

**BACKGROUND:**

In 2018, TransLink and the City of Vancouver signed a Supportive Policies Agreements (SPA) for the Broadway Subway Project. SPAs are one part of the Partnership Agreements required for major projects; they include commitments for land use and transportation actions by the host municipality and TransLink, where those actions are outside the direct scope of the Project but have significant influence on the Project's success. SPA monitoring is focused on both (1) the initiatives and (2) the related outcomes, for which performance measures and indicators have been developed. Reporting to decision makers on the progress of the Broadway Subway SPA commitments is itself a SPA commitment.

In September 2020, the Mayors' Council and Board received the 2019 Broadway Subway SPA Annual Report, which was the first annual report produced. The first Annual Report highlighted that SPA commitments were on track with a few minor refinements, which were endorsed by the senior staff SPA Monitoring Committee (chaired by TransLink's VP of Transportation Planning and Policy).

**DISCUSSION:**

2020 was an unprecedented year with many uncertainties. The COVID-19 pandemic resulted in some impacts to select SPA related commitments, and the cyberattack experienced by TransLink caused impacts to the monitoring of SPA indicators surrounding transit. Regardless of these impacts, the effective collaboration between the SPA partners resulted in an action plan that has largely kept the SPA commitments on track. Collaboration between SPA partners remains a key focus of SPA implementation and monitoring moving into 2022.

Overall, the 2020 data presented in this year's Annual Report illustrates a positive upwards trend in terms of employment, housing and cycling, as further discussed below.

## ***Collaborating to implement the SPA***

Collaboration between SPA partners remains a key focus of SPA implementation. SPA Partners continue to meet regularly to implement, review and monitor compliance with commitments set out in the SPA. SPA partners include staff from the City of Vancouver, TransLink, Metro Vancouver, and the Province. The senior staff SPA Monitoring Committee, comprised of representatives from those partners agencies, has approved the Broadway Subway SPA 2020 Annual Report, included here as Attachment 1.

SPA commitments are largely on track, with the key change being that the projected 2022 completion for the City's Broadway Plan is one year off the original 2021 timing committed in the SPA. This shift is due to COVID-19 related impacts to the Plan's engagement process but otherwise, the Plan is advancing as expected. Since the finalization of the 2020 Annual Report earlier this Fall, the City of Vancouver launched the Broadway Plan Phase 3 Refined Directions public engagement. The draft land use policy proposed in that engagement creates the capacity to increase the Broadway Plan area's population from 78,000 to approximately 128,000 residents, area housing from 50,000 up to approximately 80,000 homes (with many intended to be more affordable housing forms), and employment from 84,000 up to approximately 126,000 jobs. These figures will be refined through the remainder of the planning process leading up to the presentation of the draft Plan to City Council in May 2022. The "SPA Initiatives Tracker" as shown on page 9 of Attachment 1 provides detailed information on the SPA commitments.

The purpose of SPA monitoring is to identify if any SPA commitments or outcomes are tracking as expected and if not, alert SPA partners to potential actions that might be considered. The 2020 Annual Report indicates that SPA commitments and outcomes are tracking as expected.

## ***SPA Performance Indicators***

The first SPA Annual Report confirmed which indicators were important and feasible to monitor to provide a reflection on SPA related outcomes, and identified that the geographic area for measuring those indicators is approximately 800 metres from the subway line (see Figure 2 of Attachment 1 for details on the SPA geography). This helped to set the baseline for consistent monitoring of SPA related outcomes. Overall, the data for the 2020 SPA indicators demonstrated a positive result on employment, housing and cycling in the corridor.

### ***Population & Employment: increases in approved job space through 2020***

There are four SPA indicators under the population and employment performance measures (see page 15 of Attachment 1 for details on indicators). The number of people, number of jobs, and jobs by industry were included in last year's 2019 Annual Report and remain unchanged given they were derived from the most recent (2016) Census data. In terms of job space approved, over 1.6 million square feet of job space was approved in 2020 within the SPA geography. This indicates an approximate 110% increase over the amount of job space approved in 2019 (see Figure 3 of Attachment 1 for details on job space approved).

### ***Housing Supply: near doubling of approved units in 2020***

The Housing Supply performance measure includes various SPA indicators to measure the increase in affordable housing supply (see page 15 of Attachment 1 for details on indicators). In 2020, the City approved 948 housing units in the Broadway SPA Geography, nearly doubling the number of units approved in 2019. 87% of these approvals were purpose-built rental (577 units) or social/supportive housing (244 units) enabled under the Broadway Plan Interim Rezoning Policy in response to ongoing housing affordability challenges. This proportion is a significant increase from 2019, when 30% of housing

approvals were purpose-built rental or social/supportive housing (see Table 3 of Attachment 1 for further details on housing approvals by type).

*Sustainable Transportation: limited transit data and increase in cycling*

The sustainable transportation performance measure includes a host of indicators to measure the increase sustainable transportation modes within the SPA geography. The transit indicators were omitted from this year's report given that the cyberattack experienced by TransLink in December 2020 resulted in the inability to access transit data needed for the SPA transit indicators. The senior staff SPA Monitoring Committee confirmed that this year's report should proceed without the transit data. The SPA partners understand that if needed, TransLink could in the future provide them with the 2020 transit data upon request. The data would be limited to an 8-week period in the fall of 2020 (consistent with the 2020 Transit Service Performance Review approach), and due to COVID-related ridership impacts, would indicate ridership which is an exception from expected longer term trends.

Cycling counts, which are taken from four permanent bike counters (see Appendix C of Attachment 1 for specific locations), saw a positive increase where approximately 3.5 million cycling counts were reported from January 1 through December 31, 2020. This shows a 5% increase compared to 2019 cycling counts. The highest number of cycling counts were observed at the Burrard Street and Cornwall Avenue location and fewest counts observed at the Ontario Street and 11<sup>th</sup> Avenue location.

**Future Monitoring**

For future years' reporting, reporting to the Mayors' Council and TransLink Board on the progress of SPA related initiatives and the collaboration on those initiatives will continue on an annual basis. In recognition of the longer-term nature of outcomes-related trends, reporting of performance measures indicators will shift to target every 3 years, noting some intervals will be more in the 3-5 years range to align as much as possible with Census updates. And as discussed in the Annual Report, those reports provided in years when updated Census data is available (i.e. every 5 years) will be more comprehensive in terms of addressing that updated data and how SPA related indicators are progressing. The shift in indicators reporting frequency is also intended to recognize that key segments of the SPA data are Census based and not updated annually. Because the 2020 Annual Report (Attachment 1) does include metrics, this revised reporting schedule will be relayed in next year's 2021 Annual Report.

Upon completion and approval of the final Broadway Plan, SPA partners will review the performance metrics to ensure they provide a holistic picture of progress toward Plan objectives and desired outcomes. This review may include adjustments to existing indicators, removal of indicators and/or addition of new indicators, taking into account available data, ability to measure the effectiveness of partner plans and policies and resource implications for partners.

A report will be brought forward again to the Mayors' Council and TransLink Board in Fall 2022 on how SPA commitments are tracking and how collaboration is progressing.

**ATTACHMENTS:**

**Attachment 1** – Broadway Subway SPA 2020 Annual Report

**TO:** Mayors' Council on Regional Transportation

**FROM:** Mike Buda, Executive Director, Mayors' Council Secretariat

**DATE:** November 17, 2021

**SUBJECT:** **ITEM 5.2 – 2022 Mayors' Council Work Plan and Budget**

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**RECOMMENDATIONS:**

The Finance and Governance Committee recommends that the Mayors' Council:

1. Approve the 2022 Work Plan;
  2. Allocate \$1,143,562 towards projected 2022 expenditures, out of an estimated total 2022 budget envelope of \$1.175 million, leaving \$31,738 unallocated until or unless otherwise directed;
  3. Direct the Chair and Vice-Chair to oversee the 2022 Mayors' Council budget, and report back on plans and results as needed to the Finance and Governance Committee, and the Mayors' Council;
  4. Determines that all costs and expenses approved by the Mayors' Council Executive Director, Chair or Vice-Chair are necessary for the Mayors' Council on Regional Transportation to perform its duties under the *South Coast British Columbia Transportation Authority Act*;
  5. Receive this report;
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**PURPOSE:**

This report provides a brief summary of the Mayors' Council 2021 work plan and budget and proposes a 2022 budget and workplan. Given the intergovernmental and personnel issues likely to be discussed, the report is presented in-camera, with a recommendation that it be released publicly upon approval.

**BACKGROUND:**

At the beginning of each year, the Mayors' Council has adopted a strategic work plan to focus resources and time on its highest priorities in the coming year. While a range of secondary issues will also require the focus of the Mayors' Council through the year, it is the identified strategic priorities that drive the agenda and where energy is focused. At its December 3, 2020 meeting, the Mayors' Council adopted its 2021 Work Plan and Budget (based largely on the 2020-22 Mandate Renewal approved in October 2020) with the following key elements:

1. **COVID Recovery and Rebuilding:** Complete COVID-19 rebuilding strategy including the recovery of the losses expected over the 10-year investment plan period.
2. **Renewing the 10-Year Vision:** Renew transportation plans, both the longer-term Transport 2050, and its medium-term subset, the 10-Year Vision, to account for the post-pandemic environment and reflect the new transportation pressures and trends.
3. **Government relations:** Support the mandate renewal's two primary objectives, and continue a strong emphasis on senior government advocacy. A federal election is also possible and will require an outreach and engagement strategy.
4. **Governance:** The Mayors' Council platform for the 2020 provincial election included a call for governance reform. Given this is a long-standing priority of the Mayors' Council, it will be important to map out a strategy to respond to the new government's invitation to engage on

this issue. Separately from the issue of governance reform, the Mayors' Council also committed to develop a Board Diversity Strategy to consider the importance of diversity and how it can be incorporated in the 2021 Screening Panel process" for appointing members to the Board.

As set by the [South Coast British Columbia Transportation Authority Act](#) (SCBCTA Act), in 2021, the Mayors' Council originally estimated its budget allocated a maximum budget at \$1.379 million, which was based on 0.07% of TransLink's estimated gross revenue in the previous fiscal year (this budget envelope was revised upwards to \$1.501 million after TransLink's 2020 gross revenues were finalized in March 2021).

## **DISCUSSION:**

The 2022 budget allocation can only be estimated at this time, since the 2021 gross revenue total will not be available until the year-end financial reports are complete in March 2022. For the purposes of setting the 2022 budget, the Mayors' Council's budget allocation is based on an estimated 2021 gross revenue figure of \$1.679 billion, which translates to a \$1.175 million allocation, which is a 22% reduction from the 2021 budget.

### **2021 Budget report**

There are several mandated or basic costs that the Mayors' Council must budget for every year:

1. Meeting expenses (facility costs, A/V services, food and refreshments, Recording Secretary)
2. Members' remuneration and expenses
3. Statutory responsibilities (costs, usually related to research support, associated with oversight of long-term strategies, investment plans, remuneration and executive compensation).

In addition to these basic costs required to run the Mayors' Council, or that are associated with discharging legislated responsibilities, the Mayors' Council has in the past also chosen to undertake:

1. *Secretariat and office expenses:* The Mayors' Council has engaged the services of a full time Executive Director to oversee the operations of the Mayors' Council Secretariat and provide advice and support to the mayors. This position represents an additional ongoing expense. The 2019 budget added a coordinator position to support the newly created Council committees.
2. *Consulting support for strategic projects:* The Mayors' Council has, from time to time, engaged consultants to assist with its work, undertaking projects in past years that included the development and implementation of a high-profile provincial and federal election outreach and engagement strategy, and communications activities in support of investment plans. In 2021, this work, much more limited than 2019, was focused on the federal budget and election.
3. *Travel:* In 2021, very limited travel was undertaken by Mayors' Council due to the pandemic.
4. *Website:* The Mayors' Council website ([www.mayorscouncil.ca](http://www.mayorscouncil.ca)) was established in 2014 to support the release of the 10-year plan. Modest management costs for running this site (server and software costs, hosting fees, etc.) were covered by TransLink for the first year and are now born by the Mayors' Council at a nominal cost.
5. *Senior government advocacy:* Communication consulting and research support, plus any required travel or meeting support costs to undertake federal and provincial advocacy.

The Mayors' Council allocated \$712,635 to projected expenditures at its December 3, 2020 meeting, which was 51.7% of its total budget envelope of \$1.379 million from TransLink. See Table 1 below for a

2021 budget report. The 2021 expenditures shown below are based on actual expenditures recorded from January 1 to October 31, plus projected expenditures in November and December.

**TABLE 1: 2021 Budget Report**

Item	2020 Actuals	2021 Budget	Projected 2021 Expenditures	\$ Variance
<b>Total budget envelope from TransLink</b>	<b>\$1,460,936</b>	<b>\$1,501,430</b>	<b>\$1,501,430</b>	
<b>Expenses:</b>				
Meeting costs (food, facilities)	\$12,372	\$7,000	\$15,071	\$8,071
Staff support (ED, Coordinator, Rec. Sec.)	\$299,312	\$308,795	\$333,959	\$25,164
Consulting Services	\$13,500	\$25,000	\$20,000	-\$5,000
Member meeting remuneration	\$243,869	\$328,090 <sup>1</sup>	\$372,704	\$44,614
Office supplies	\$652	\$500	\$129	-\$371
Travel and accommodations	\$7,265	\$750	\$285	-\$465
Website management	\$8,890	\$2,500	\$2,995	\$495
Senior Gov't Advocacy	\$116,266	\$40,000	\$26,689	-\$13,311
<b>Total expenses:</b>	<b>\$702,126</b>	<b>\$712,635</b>	<b>\$771,832</b>	<b>\$59,197</b>
<b>Unallocated budget envelope:</b>	<b>\$758,810</b>	<b>\$788,795</b>	<b>\$729,598</b>	
<i>Expenses as % of total TransLink budget envelope</i>	<i>48.06%</i>	<i>47.46%</i>	<i>51.41%</i>	

Total 2021 expenditures are expenses are projected at \$771,832, or 8.3% (\$59,197) over budget, driven by higher meeting costs, member remuneration and staff support costs due to the addition of 9 Joint Workshops for T2050, Investment Plan and 10-Year Vision development. Senior government advocacy was underbudget due to the decision to undertake only limited federal election campaign activities and provincial advocacy. Consulting costs were slightly underbudget, with the only activity related to supporting the 10-Year Vision process.

The Mayors' Council used 51% of its allocation from TransLink in 2021, which is within the normal range of 38-60%. A final 2021 budget report will be provided in January 2021, once November and December expenditures are recorded.

### **Proposed 2022 Work Plan**

The 2022 workplan will be dominated by the work associated with finalizing and approving the 2022 Investment Plan and new 10-Year Vision (Transport 2050 is expected to be approved in January). This work is anticipated to concluded before the summer break. Associated with this work will be the development of a more detailed climate action plan, in collaboration with the province and local governments, and implementation of Transport 2050.

The summer and last meetings before local government elections will focus on two primary items: board appointments (including the continuation of the Board Diversity Strategy approved in 2021), and preparing a transition and orientation plan for newly elected members of the Mayors' Council following local government elections. In addition to this work, the Mayors' Council will also develop and finalize its

2022 Meeting Policy which will include the development and delivery of 4-5 hybrid meetings, in addition to now regular video-conference meetings. Finally, the Mayors' Council has requested that the province conduct a governance review of TransLink, and is awaiting a response and proposed next steps.

### **Proposed 2022 Budget**

It is proposed that \$1,143,562 be budgeted to support the Mayors' Council 2022 Work plan:

**TABLE 2: 2022 Proposed Budget**

<b>Item</b>	<b>2021 Projections</b>	<b>2022 Budget</b>	<b>\$ Variance</b>
<b>Total budget envelope from TransLink</b>	<b>\$1,501,430</b>	\$1,175,300	-\$326,130
<b>Expenses:</b>			
Meeting costs (facilities, food, videoconferencing)	\$15,071	\$46,000	\$30,929
Staff support (ED, Coordinator, Recording Sec.)	\$333,959	\$345,648	\$11,689
Consulting Services (research, communications)	\$20,000	\$15,000	-\$5,000
Member meeting remuneration	\$372,704	\$370,114	-\$2,590
Office supplies	\$129	\$500	\$371
Travel and accommodations	\$285	\$1,500	\$1,215
Website maintenance & agenda management	\$2,995	\$8,000	\$5,005
Senior Gov't Advocacy	\$26,689	\$56,800	\$30,111
10-year Vision: Project Mngt and Consultation	\$0	\$300,000	\$300,000
<b>Total expenses:</b>	<b>\$771,832</b>	<b>\$1,143,562</b>	<b>\$371,729</b>
<b>Unallocated budget envelope:</b>	<b>\$729,598</b>	<b>\$31,738</b>	<b>\$697,859</b>
<i>Expenses as % of total TransLink budget envelope</i>	<i>51.41%</i>	<i>97.30%</i>	

The 2022 budget proposed in Table 2 assumes the following:

- Meeting remuneration is estimated at \$622 per member<sup>1</sup> per meeting ([as set out in legislation](#)) for 11 meetings of the full Mayors' Council and 5 Joint Workshops, plus 2 committee meetings per month for 10 months, with 7-8 members on each committee.
- Costs to organize 4 in-person meetings (with hybrid capability) at a third-party venue, which includes room rental and catering and videoconferencing support costs estimated at \$8000 per meeting.
- Executive Director and Coordinator salary and benefits with a COLA escalator from 2021 levels, and a Recording Secretary retained on a consulting basis for the meetings noted above.
- Consulting services to produce 1-2 independent reports at the direction of the Mayors' Council to support statutory duties and strategic initiatives in policy and governance.
- Travel and accommodation costs are anticipated to support provincial advocacy. A

<sup>1</sup> 2021 remuneration is \$610 per meeting. As per legislation, remuneration is increased by CPI each year. The 2022 CPI adjustment is estimated at 2%, with the final figure calculated in January, 2021 once data is CPI available.

- Procurement of agenda management software to support the development and dissemination of meeting agenda materials is planned, at an estimated one-time cost of \$10,000 in 2022 with annual costs thereafter of \$7000. Website support costs to maintain current level of service.
- Senior government advocacy to support a delegation to Ottawa is for 5-7 mayors plus staff at an anticipated total cost of \$23,000, plus other communications support.

The 2022 budget is \$371,729 higher than projected 2021 expenditures driven by the following variances:

- At its September 29, 2021 meeting, the Mayors' Council agreed to assume up to \$345,000 in project management and consultation costs related to the development of the new 10-Year Vision. \$20,000 of these activities were allocated to the 2021 budget, with \$300,000 estimated to be required to complete this work in 2022. This is a one-time expense.
- Meeting costs are \$30,000 higher because of the October 22, 2021 decision to organize four hybrid meetings alongside the continuation of videoconference-based meetings. TransLink does not have adequate facilities or technologies to support hybrid meetings at its offices, so external space and support is required. This is expected to be a one-time expense. Senior government advocacy is \$30,000 higher, reflecting the need to re-engage with the federal government on the new 10-Year Vision.

The combination of higher expenses (driven largely by one-time 10-Year Vision development costs) and a 22% lower budget allocation from TransLink (due to pandemic impacts on fare revenues) means that the 2022 budget is assuming that virtually all (97%) of its legislated budget envelope is allocated to budgeted expenses. This allocation level falls well outside of the normal range of 40-60% but is expected to be a one-time development given the 10-Year Vision costs and pandemic financial impacts.

The Mayors' Council 2022 budget will be adjusted if necessary and confirmed in March 2022 once the 2021 gross revenue figure is provided by TransLink. Adjustments to the 2022 budget may be required at that time if the budget envelope is further reduced due to lower 2021 gross revenues figure than is being estimated in this report.

As has been past practice, it is recommended that the Executive Director, and the Chair and Vice-Chair of the Mayors' Council be delegated authority to approve expenditures incurred on behalf of the Mayors' Council according to TransLink's existing financial control policies.

## **NEXT STEPS**

Budget updates will be provided to the Finance and Governance Committee as requested through the year. Proposals to allocate a portion of the currently unallocated budget envelope for new initiatives not assumed in this budget must first be reviewed by the Chair before being considered by the Mayors' Council.

# Broadway Subway Supportive Policies Agreement

2020 Annual Report

September 28, 2021



*Photo courtesy of the City of Vancouver*



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# Executive Summary

**In 2014, the 10-Year Vision for Metro Vancouver Transit and Transportation called for the first time in the region’s history for major projects to have a Partnership Agreement between TransLink and the project’s host municipality. One key component of this agreement was aimed at actions beyond the direct scope of a project yet key to its success - in particular, actions related to land use planning.**

In 2018, the City of Vancouver and TransLink executed the Broadway Subway Supportive Policies Agreement (SPA), which committed the City and TransLink to a range of specified actions related to land use, housing, transit, transportation demand management, cycling and walking. A key intent of the SPA was also to ensure collaboration between the City, TransLink, and other relevant agencies, to help achieve the best possible land use/ transportation outcomes related to the project.

This is the second Annual Report for the Broadway Subway SPA and is intended to provide:

- Updates on the progress and status of each of the SPA commitments, including how the SPA partners are working together to collaborate where relevant;
- A comparison on the results for the 2019 and 2020 performance measures indicators, for those indicators that are updated annually; and
- The next steps for SPA implementation and monitoring moving forward.

While the COVID-19 pandemic has had notable impacts on multiple agency work programs, with staff needing to respond nimbly to rapidly changing conditions (e.g. public health measures, remote work, reprioritization of available resources, etc.), the SPA partners found new ways of successfully

working together to advance the various SPA related initiatives. Although the timing of the Broadway Plan was adjusted, following a pause in the public engagement process due to Provincial public health orders related to large gatherings in 2020, the scope for the core commitments as listed in the SPA are being advanced, with the SPA partners continuing to collaborate effectively.

In this one year snapshot, the SPA performance measures are trending positively overall, with increases in the amount of job space approved, number of housing units approved (including the affordable housing share of total approvals), and the number of cycling counts in the SPA Geography (see Table 1). Updated data for the transit performance indicators is not provided in this report as a result of ongoing impacts from the December 2020 cyberattack on TransLink, which impacted TransLink’s access to key data sources and processing resources. As discussed with the SPA Working Group, the 2020 transit data could be made available in the future upon request to any of the SPA partner agencies interested. It is also worth mentioning that the data would be limited to an 8-week period in the fall of 2020 (consistent with the 2020 Transit Service Performance Review approach), and due to COVID-related ridership impacts, the data will indicate ridership which is an exception from expected longer term trends.

Measure	Indicator	Comparison (2020 vs. 2019)
Increase in population	Number of people	N/A (future Census update)
Increase in jobs	Number of jobs	N/A (future Census update)
	Jobs by industry	N/A (future Census update)
	Amount of job space approved	More space approved in 2020
Increase in affordable housing supply*	Number of purpose-built market rental units approved	More units approved in 2020
	Number of social and supportive housing units approved	More units approved in 2020
	Number of condo units approved	Fewer units approved in 2020
	Number of laneway housing units approved	More units approved in 2020
	Number of coach house units approved	Fewer units approved in 2020
	Number of townhouse units approved	No change
Increase in sustainable transportation	Rates of car ownership	N/A (5-year indicator)
	Total annual ridership for Broadway Subway extension	N/A (to be added once in service)
	Average daily boardings and alightings by station	Not available for 2020
	Average daily bus boardings and alightings	Not available for 2020
	Peak load factors by mode	Not available for 2020
	Cycling counts	More counts in 2020
	Pedestrian counts	N/A (2023 Ped Study update)
	Journey to work mode split	N/A (future Census update)
*For purposes of SPA monitoring, “affordable housing” includes purpose-built rental and social/supportive housing; more affordable housing units were approved in 2020, compared to 2019.		

Table 1: Performance Measures Indicators Comparison (2020 vs. 2019)

## Background

Developed by the Mayors’ Council in 2014, the 10-Year Vision for Metro Vancouver Transit and Transportation (the **“10-Year Vision”**) identifies, as a regional priority, rapid transit between Commercial Drive and the University of British Columbia (UBC) along the Broadway Corridor. The 10-Year Vision includes delivery of the first phase of this rapid transit connection (Figure 1), an approximately 5.7 kilometre extension of the Millennium Line from its current terminus at VCC-Clark Station to a new western terminus at Arbutus Street (the **“Broadway Subway Project”**).

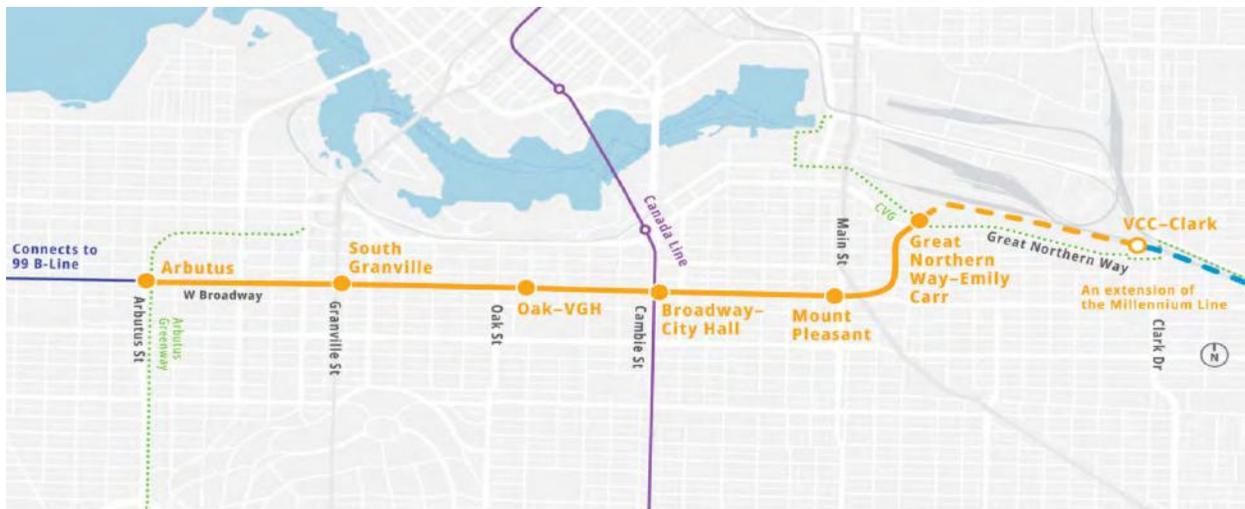


Figure 1: Broadway Subway Project. Retrieved from: <https://broadwaysubwayproject.civilspace.io/en>

## The Call for Major Project Agreements

The 10-Year Vision calls on parties to enter into one or more Project Partnership Agreements whenever the region is making a major investment involving significant cost and risk, the success of which depends on higher degrees of coordination, collaboration and mutually supportive actions by multiple partners. Per the Vision, the Project Partnership Agreements are to be signed and held between TransLink and the project host municipality and are required prior to funding approval for major projects<sup>1</sup>.

Each Project Partnership Agreement is implemented via multiple project agreements, with a key component being the Supportive Policies Agreement (SPA). The key objective of a SPA is to provide assurance that the host municipality and TransLink will fulfill defined actions which are outside the direct scope of a project but have significant influence on the project’s success. SPA commitments are intended to demonstrate that all parties involved consider support for the transportation investment and its shared objectives to be a top priority.

## Collaborating to Implement and Report on the Broadway Subway SPA

In June 2018, TransLink and the City of Vancouver executed a SPA for the Broadway Subway Project (the **“Broadway Subway SPA”**). In December 2018, TransLink and the City established a multi-stakeholder committee (the **“Monitoring Committee”**) to: (i) review the performance of land use and transportation outcomes for the Broadway Subway Corridor and (ii) monitor compliance by each party with the commitments and responsibilities set out in the Broadway Subway SPA. The Monitoring Committee consists of senior representatives from TransLink, City of Vancouver, the Province of British Columbia and Metro Vancouver, and is chaired by TransLink’s Vice President of Transportation Planning and Policy. A working group comprised of staff from the agencies represented on the Monitoring Committee (the **“Working Group”**) was also established. This Working Group reports to the Monitoring Committee and supports its duties and responsibilities.

Since the execution of the SPA in 2018, partner staff have been working together to advance the SPA commitments and develop an implementation

<sup>1</sup> With the evolution of the SPAs executed since the 10 Year-Vision, these agreements have come to play an increasingly important role in the senior government funding approval process, including most recently forming a condition of the project’s business case approval from the Provincial Treasury Board.

and monitoring process, which includes defining a structure for reporting to decision-makers (i.e. Mayors’ Council, TransLink Board, City Council, and senior Provincial officials). Through these discussions and building off the direction in the SPA, it was agreed that the two key reporting deliverables would be the **“Annual Report”** and the **“5-Year Performance Report”**, which are described in Table 2.

<i>SPA Reporting to decision-makers every September, via Annual Report OR 5-Year Performance Report:</i>		
	ANNUAL REPORT	5-YEAR PERFORMANCE REPORT
<b>Timing</b>	Every Sept., except in 5-Year Performance Report years; first Annual Report in 2020	Sept. every five years; first 5-Year Performance Report in 2024 (pre-Subway opening) Timed to align with availability of updated Census data
<b>SPA commitments tracking</b>	Tracks progress on all SPA commitments	Tracks progress on all SPA commitments
<b>SPA outcomes tracking</b>	Provides most current data on all SPA performance measures (outcomes) collected on an annual basis	Provides most current data on all SPA performance measures (outcomes) collected on an annual basis, as well as updated Census data
<b>Level of analysis</b>	Provides base analysis of the outcomes monitored, intended as annual progress ‘snapshot’	Provides comprehensive analysis of the outcomes monitored (based on Census update), and may recommend actions if outcomes not tracking as expected

Table 2: SPA Reporting Deliverables

As noted in the table above, SPA monitoring is focused on both the: (i) SPA commitments and (ii) associated outcomes, for which a performance measures framework has been established (the **“Broadway Subway SPA Performance Measures Framework”**).



## Report Purpose & Structure

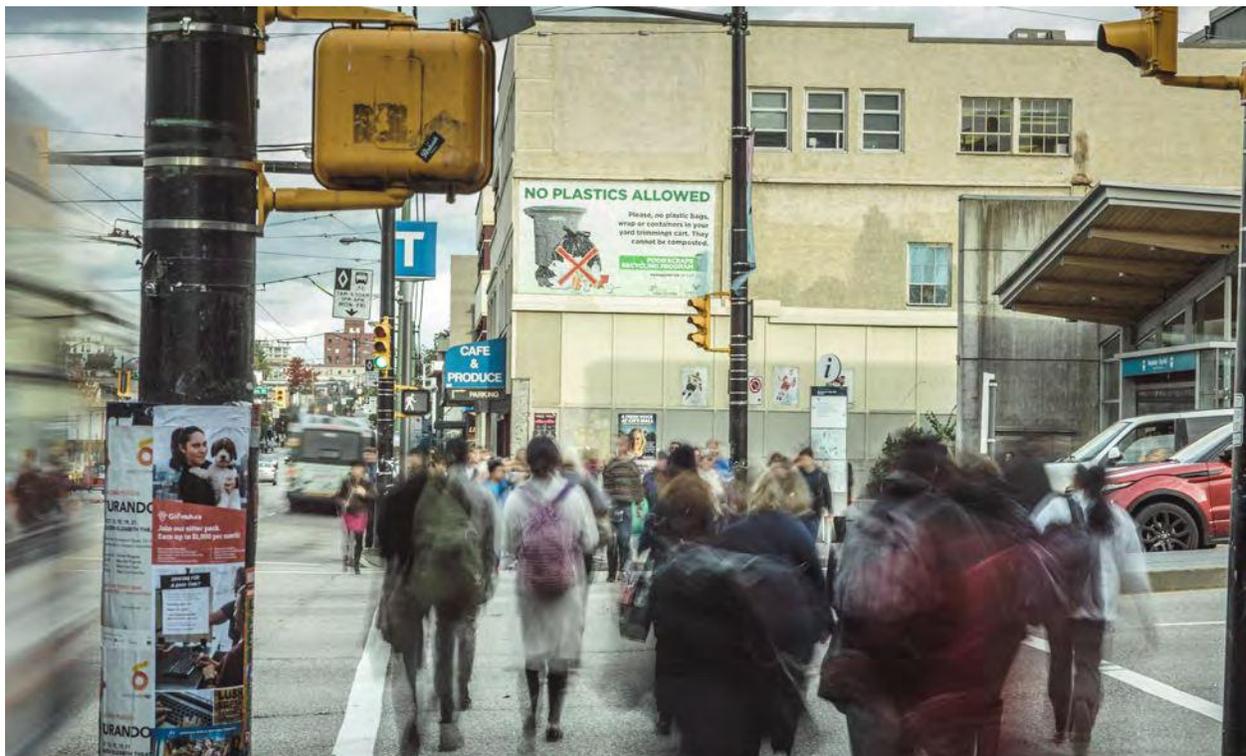
This is the second Annual Report for the Broadway Subway SPA and is intended to provide:

- Updates on the progress and status of each of the SPA commitments, including how the SPA partners are working together to collaborate where relevant;
- A comparison on the results for the 2019 and 2020 performance measures indicators, for those indicators that are updated annually; and
- The next steps for SPA implementation and monitoring moving forward.

This report is organized into three primary sections, addressing the objectives identified above.

- Monitoring SPA commitments – describes the status of both City-led and TransLink-led initiatives, providing an overview of the work completed to date, upcoming work and summarizing any refinements to scope and timing.

- Monitoring SPA related outcomes – describes the geographic scope of SPA monitoring, the approach to data collection and analysis and how the performance measures are tracking.
- Conclusion and next steps – provides an overview of how SPA commitments are tracking overall, discusses some of the key upcoming initiatives for the next year and describes the approach to future reporting.



## Monitoring SPA Commitments

A number of City-led and TransLink-led initiatives were identified in the SPA, most with associated completion dates ranging from 2018 to Broadway Subway 'Opening Day' (currently planned for late 2025). The SPA states that monitoring and reporting on the implementation of SPA commitments and performance measures will continue until 20 years after the Broadway Subway Opening, or 2045, whichever is later. The SPA also speaks to the opportunity to review and assess the overall monitoring process based on the recognition of expected changes over time related to data availability, organizational structures, project planning and implementation, and other factors.

The Initiatives Tracker on the following pages provides an updated summary of the respective City- and TransLink-led initiatives committed to in the SPA. While the COVID-19 pandemic has had notable impacts on multiple work programs, with staff needing to respond nimbly to rapidly changing conditions (e.g. public health measures, remote work, reprioritization of available resources, etc.), the SPA partners have successfully found new ways of working together to advance the various SPA initiatives. While the timing of a limited number of initiatives has been refined, the collaboration between SPA partners and resulting progress that was made in 2020 is noteworthy given the circumstances.



## Broadway Subway SPA Initiatives Tracker

On track (per either the SPA or Monitoring Committee endorsed adjustment)

Potential adjustment endorsement needed

City-Led Initiatives	SPA Section	Timing (end of)	Adjustment from SPA	Monitoring Committee	Progress
Prepare and adopt Vancouver Plan	5.1(a)(i)	2022	City committed to prepared City Core 2050 Plan in SPA, which has since been replaced by the Vancouver Plan	ENDORSED – July 14, 2020	In progress and on track per adjusted planning program – Currently in third phase of Plan process  Collaboration through Regional Associates Roundtable and Broadway Subway SPA Working Group and Monitoring Committee
Prepare and adopt Broadway Plan	5.1(a)(ii)	2022	SPA referred to this initiative as “Broadway Planning”  To be completed by end of 2022, as opposed to by end of 2021	ENDORSED – Dec 12, 2018  ENDORSED – Sep 20, 2021	In progress per adjusted timing – Currently in third phase of Plan process
Complete Vancouver Employment Lands and Economy Review (ELER)	5.1(a)(iii)	2020	SPA referred to this as the “Vancouver Employment Lands Study,” which was to be completed by end of 2019	ENDORSED – July 14, 2020	Completed in 2020 – ELER Phase 2 Report approved by City Council in October 2020
Collaboration between City, TransLink and Province on the development of Land Use Plans	5.1(c)	Per Plan timing			Ongoing – Collaboration through Broadway Subway SPA Working Group, Monitoring Committee, and respective partner agency stakeholder groups
City will monitor the progress of the land use plans through the Regional Context Statement process	5.2	Per Plan timing			Future initiation
Complete analysis of public land holdings (all levels of government and Crown corporations) for land use opportunities, and the estimated compensation required to each level of government for use of such opportunities	5.3	2022	Analysis to be completed as part of Broadway Plan, as opposed to by end of 2018  Analysis to be completed by end of 2022, per change to timing for Broadway Plan	ENDORSED – December 12, 2018  ENDORSED – Sep 20, 2021	Completed in 2019 – Inventory of public land holdings compiled  In progress and on track per adjusted timing – Analysis to be completed as part of Broadway Plan
Parking Bylaw review and update	9.1	Timing not specified			Parking Bylaw update effective January 1, 2019

Broadway Plan <i>Initiatives to be addressed in the Plan</i>					
Develop forecasts for population, dwelling units and employment for years 2025, 2035, 2040 and 2045	5.1(b)	2022	To be completed by end of 2022, per change to timing for Broadway Plan	ENDORSED – Sep 20, 2021	In progress and on track per adjusted timing – Currently in third phase of Plan process
City will collaborate with TransLink and the Province on the development of the Affordable Housing Strategy (as part of Affordable Housing Strategy: purpose-built rental housing program/policy development, non-market housing needs analysis)	6.1(b)	2022	To be completed by end of 2022, per change to timing for Broadway Plan	ENDORSED – Sep 20, 2021	Ongoing - Collaboration through SPA Intergovernmental Housing Workshops
Existing Affordable Housing Stock Analysis (Rental Housing Stock ODP review, approaches to preservation/ replacement of existing stock, mitigation of tenant displacement)	6.2	2022	To be completed by end of 2022, per change to timing for Broadway Plan	ENDORSED – Sep 20, 2021	In progress and on track per adjusted timing – Collaboration through Broadway Subway SPA Working Group & SPA Intergovernmental Housing Workshops
Provide opportunities for retail and entertainment uses at appropriate locations	6.5	2022	To be completed by end of 2022, per change to timing for Broadway Plan	ENDORSED – Sep 20, 2021	In progress and on track per adjusted timing – Collaboration through Broadway Subway SPA Working Group
Identify opportunities for office, institutional and industrial uses	6.6	2022	To be completed by end of 2022, per change to timing for Broadway Plan	ENDORSED – Sep 20, 2021	In progress and on track per adjusted timing – Collaboration through Broadway Subway SPA Working Group
Identify opportunities for community services and amenities	6.7	2022	To be completed by end of 2022, per change to timing for Broadway Plan	ENDORSED – Sep 20, 2021	In progress and on track per adjusted timing – Collaboration through Broadway Subway SPA Working Group
Street Connectivity and Major Road Network (MRN) review and analysis	7.2	2022	To be completed by end of 2022, per change to timing for Broadway Plan	ENDORSED – Sep 20, 2021	In progress and on track per adjusted timing – Collaboration through Broadway Plan Transportation Workshops  Collaboration between City and TransLink on Broadway MRN Capacity Change
Develop a Cycling Strategy	7.3	2022	To be completed by end of 2022, per change to timing for Broadway Plan	ENDORSED – Sep 20, 2021	In progress and on track per adjusted timing – Collaboration through Broadway Plan Transportation Workshops
Develop a Pedestrian Strategy	7.4	2022	To be completed by end of 2022, per change to timing for Broadway Plan	ENDORSED – Sep 20, 2021	In progress and on track per adjusted timing – Collaboration through Broadway Plan Transportation Workshops
Develop Urban Design Guidelines	8.1	2023	To be completed by end of 2023, given change to timing for Broadway Plan	ENDORSED – Sep 20, 2021	Future initiation
Develop a Public Realm and Streetscape Plan (including Project station areas)	8.2	2023	To be completed by end of 2023, given change to timing for Broadway Plan	ENDORSED – Sep 20, 2021	Future initiation

TransLink-Led Initiatives	SPA Section	Timing (end of)	Adjustment from SPA	Monitoring Committee	Progress
Identify opportunities for washroom access, including at stations, as part of system-wide review of customer washroom facilities	6.7(b)(ii)	2018			Completed in 2018 – Customer Washrooms on Transit Policy adopted Completed in 2019 – Accommodations for customer accessible washrooms to be provided at Broadway – City Hall and Arbutus stations
Identify opportunities to maintain or enhance bus travel times and reliability	7.1(a)	2019	SPA referred to this as a consolidated “Bus Priority and Integration Plan”		Completed in 2019 – Bus Speed and Reliability Report completed, which provides technical findings and resources for bus priority
Prepare a Bus Network Integration Plan	7.1(a)	By Opening Day	SPA referred to this as a consolidated “Bus Priority and Integration Plan”	ENDORSED – July 14, 2020	Future initiation, informed by Area Transport Plan
Provide cost-sharing opportunities for transit priority measures based on approved regional transportation plans and funding	7.1(d)	Timing not specified			Cost-share opportunities provided through Bus Speed and Reliability municipal cost-share funding program
Use TravelSmart to encourage alternate modes during and immediately after Project construction	7.1(e)	During construction and at opening			In progress and on track – TransLink and City collaborating on TDM initiatives during project construction. More initiatives expected closer to opening day.
Update the Vancouver Area Transport Plan	7.1(f)	2023			Expected 2022 initiation
<b>Monitoring and Reporting</b>	<b>SPA Section</b>	<b>Timing (end of)</b>	<b>Adjustment from SPA</b>	<b>Monitoring Committee (Adjustment)</b>	<b>Progress</b>
The City and TransLink will establish a multi-stakeholder committee (the “Monitoring Committee”)	10.1	2018			Completed in 2018 – Inaugural meeting in December 2018
The Monitoring Committee will provide City Council, the Mayors’ Council, TransLink Board and officials from the Province with an annual dashboard outlining the progress of the Performance Measures and the commitments of each Party as set out in this SPA	10.3(e)	Timing not specified	Rename ‘Annual Dashboard’ to ‘Annual Report’	ENDORSED – July 14, 2020	Ongoing – Annual Reports released each fall
The City and TransLink will work jointly and cooperatively to prepare a comprehensive report every three to five year	11.1(a)	Timing not specified	Rename ‘Comprehensive Report’ to ‘5-Year Performance Report’	ENDORSED – July 14, 2020	5-Year Performance Report to be released in fall 2024
Data collection geographies (400m, 800m, Central Broadway, traffic zones)	5.1(b) and 11.3	N/A	Remove Central Broadway and replace traffic zones with block-level data Streamline data collection to 800m (snapped to city blocks)	ENDORSED – December 12, 2018 ENDORSED – July 14, 2020	Ongoing

# Monitoring SPA Related Outcomes

## Performance Measures Framework

To track the performance of land use and transportation outcomes, in 2019 partner staff developed the Broadway Subway SPA Performance Measures Framework which identifies a number of indicators associated with the four key areas of SPA monitoring interest:

- Population;
- Employment;
- Housing supply; and
- Sustainable transportation.

For each of these four categories, the Performance Measures Framework shown on the following page identifies specific indicators which are being

tracked over time, beginning with last year's 2019 Annual Report<sup>2</sup>. The Performance Measures Framework represents a refinement of what the SPA originally identified as “performance measures” and is the product of partner discussions and consensus by both the SPA Working Group and Monitoring Committee. A key responsibility of the Monitoring Committee is to define and refine, as and when needed, the performance measures. No changes to the performance measures or indicators have been made for this year's report. However, indicators will continue to be reviewed with successive reports, and may be updated or adjusted via the Monitoring Committee to improve relevance in future years.



<sup>2</sup> 2019 chosen in order to begin reporting in first full data year following Broadway Subway Project funding approval (June 2018).

## Broadway Subway SPA Performance Measures Framework

Measure	Indicators	Collection	
		Annually	5 Years
<b>Increase in population</b>	Number of people		•
<b>Increase in jobs</b>	Number of jobs		•
	Jobs by industry (using NAICS definitions)		•
	Amount of non-residential space approved (job space)	•	
<b>Increase in affordable housing supply<sup>1</sup></b>	Number of purpose-built market rental units approved <sup>2</sup>	•	
	Number of social and supportive housing units approved	•	
	Number of condo units approved	•	
	Number of laneway housing units approved	•	
	Number of coach house units approved	•	
	Number of townhouse units approved	•	
<b>Increase in sustainable transportation</b>	Rates of car ownership		•
	Total annual ridership for Broadway Subway extension	•	
	Average daily boardings, alightings (and line-to-line transfers) by station	•	
	Average daily bus boardings and alightings	•	
	Peak load factors by mode <sup>3</sup>	•	
	Cycling counts	•	
	Pedestrian counts		•
	Journey to work mode split		•

### Monitor for potential new metrics to be defined via:

City Parking Bylaw<sup>4</sup>

Broadway Plan's renter protection objectives<sup>5</sup>

### Notes:

1. First (2019) Annual Report housing indicators include existing stock, with subsequent reporting to provide new units approved
2. Rental units will be reported by incomes served and outline the number of units secured at below-market rates
3. Modes include: buses and SkyTrain for Broadway Subway extension once operational
4. Changes to the City's Parking Bylaw to be reviewed with any feasible indicators to be added following completion of the Broadway Plan, metrics to be determined for the following (collaboratively developed between City, TransLink and Province): Forecasts for population, dwelling units, and jobs (set years) per 5.1(b) and affordable housing targets per 6.1(a)
5. A key objective of the Broadway Plan is to mitigate displacement impacts and provide tenant protections and assistance to existing renters to supplement protections under the Provincial Residential Tenancy Act. Following completion of the Plan, additional information on renter protections and assistance could be included in future monitoring reports to supplement other housing measures.

## Broadway Subway SPA Geography

To consistently track outcomes over time, a defined geography was established in 2019 for data collection and outcomes monitoring on the identified performance measures indicators (the “**Broadway Subway SPA Geography**”). The SPA Geography is delineated by city blocks and constitutes an approximate 800 metre walk, existing walking networks, from the Project stations (see Figure 2).

There are a number of blocks within an 800-metre radius of each station that are not included in the identified buffer such as:

- Blocks that are not within an 800-metre walk from the station due to existing physical barriers (i.e. rail yards in the False Creek Flats area);
- “Superblocks” in Southeast False Creek that have yet to be broken up by an internal street network and with most of the superblock located outside of the 800-metre radius; and
- Granville Island, which is outside the City’s jurisdiction.

Future changes to the walking network could bring additional areas within an 800-metre walk of the stations. When these changes happen, the Monitoring Committee will agree on whether or not to add or modify blocks to be included in the SPA Geography. If additional blocks are added at some point by the Monitoring Committee, the Annual Report or 5-Year Performance Report that followed that change would also contain updated data for the previous Annual or (if applicable) 5-Year Performance Report, based on the revised SPA Geography. This would allow for comparable monitoring over time.



Figure 2: Broadway Subway SPA Geography

## Data Collection and Analysis

The City of Vancouver, TransLink and Metro Vancouver provide the data for annual monitoring and reporting. A full list of the data sources can be found in Appendix A. This report provides year over year comparisons for those performance measures indicators that pull from annually updated data, as defined in the Performance Measures Framework (p. 15), with the exception of the transit data which was not available at the customized SPA geography level due to ongoing impacts from the December 2020 cyberattack on TransLink, which

impacted TransLink’s access to key data sources and processing resources. As discussed with the SPA Working Group, the 2020 transit data could be made available in the future upon request to any of the SPA partner agencies interested. It is worth noting that the data would be limited to an 8-week period in the fall of 2020 (consistent with the 2020 Transit Service Performance Review approach), and due to COVID-related ridership impacts, the data will indicate ridership which is an exception from expected longer term trends.

## Performance Measures 1 & 2: Population & Employment

There are four indicators monitored under the population and employment categories:

- Number of people;
- Number of jobs;
- Jobs by industry; and
- Job space approved.

The number of people, number of jobs and jobs by industry were included in last year’s Annual Report and remain unchanged, as they were derived from the most recent (2016) Census for which data is available. Through the Broadway Plan process, the City commits to preparing population and employment forecasts for set years<sup>3</sup> which will be added to SPA monitoring once available.

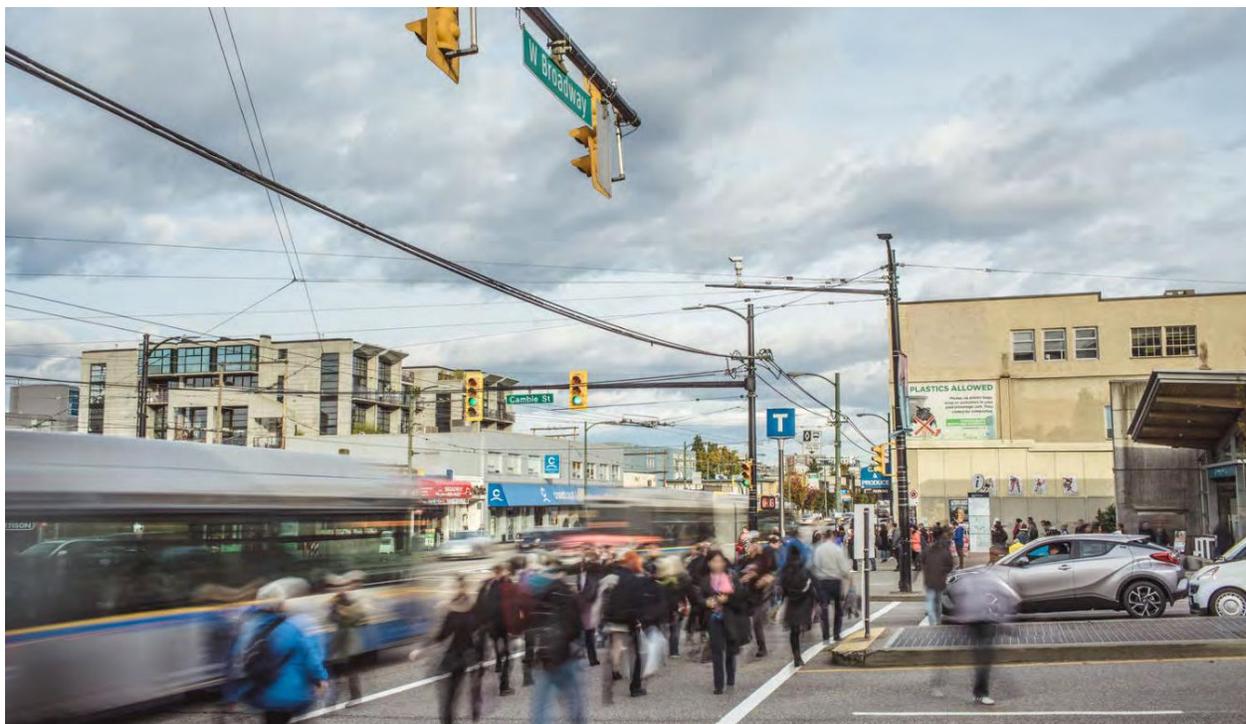


Figure 3 illustrates the year-over-year change (2019-2020) in the amount of job space approved<sup>4</sup>, by station area. Station areas are defined as an approximate 800-metre walk, using existing walking networks, from the various Broadway Subway stations.

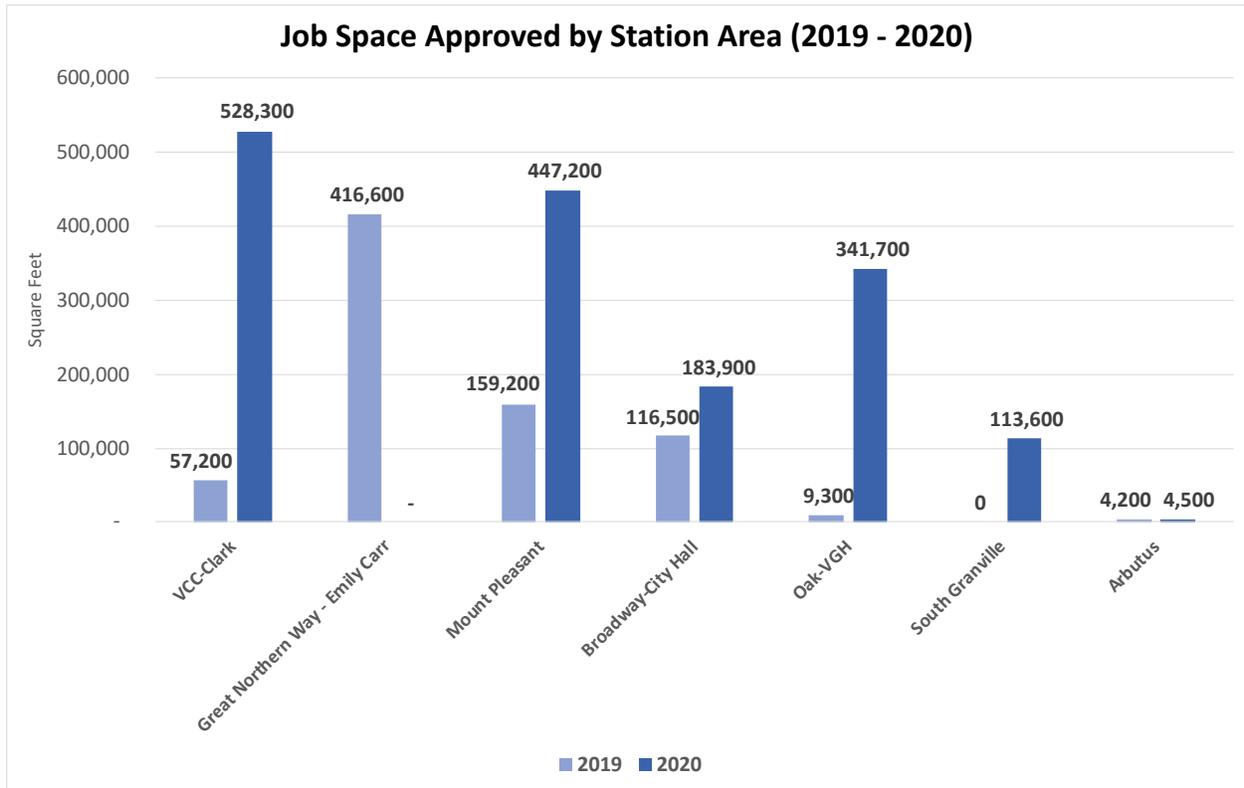


Figure 3: Job Space Approved by Station Area (2019-2020)

Over 1.6 million square feet of job space was approved in 2020 in the SPA Geography, compared to 763,000 in 2019.<sup>5</sup> This represents an approximate 110% increase in the amount of job space approved. This creation of increased employment space not only supports economic

growth and vitality in this regionally significant corridor but will also support the focus of employment growth along this frequent transit corridor.

<sup>4</sup> For projects enabled under a rezoning process 'approved' refers to when the project is approved at public hearing, and for projects enabled under a development permit process 'approved' refers to when the project has been issued a development permit.

<sup>5</sup> Values for this station area are proportionally lower, so bars do not show up on graph



*Photo courtesy of the City of Vancouver*

### Performance Measure 3: Housing Supply

Key housing related objectives of the SPA include both residential densities appropriate for SkyTrain as well as housing affordability, recognizing that reductions to a household's transportation costs lower that household's overall housing and transportation cost burden.<sup>6</sup> Matching affordable housing supply with demand, particularly in transit-oriented locations such as the Broadway corridor, is an important component of the transit and affordable housing connection.

The housing supply category consists of six indicators that include both affordable and ownership tenures (see Appendix B for definitions of the various housing types):

- Purpose-built market rental units approved;
- Social and supportive housing units approved;
- Condo units approved;

- Laneway housing units approved;
- Coach house units approved; and
- Townhouse units approved.

To help clarify the understanding of 'affordable' housing for SPA reporting, the following section speaks to the connection between affordability and income level.

#### ***New Affordable Housing Units by Household Incomes Served***

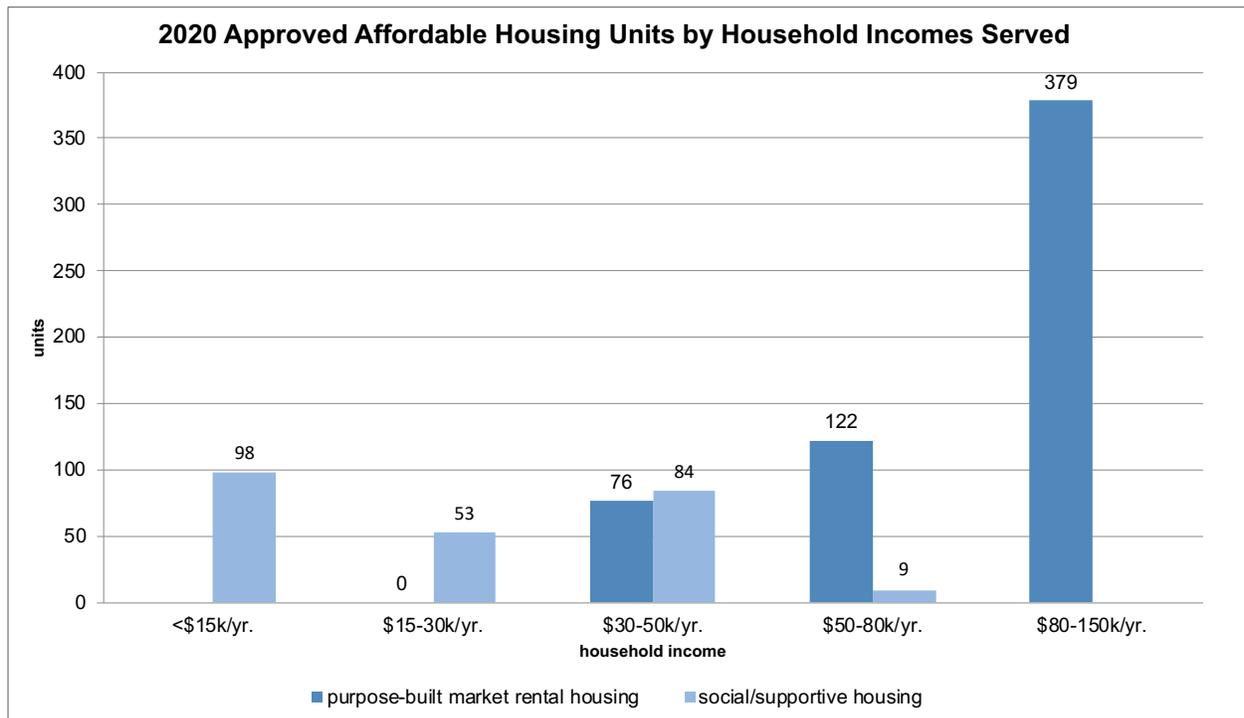
Housing affordability is a relative measure of a household's ability to pay for housing – it relates the price or cost of housing to household income. Housing is considered to be affordable when it comprises 30% or less of a household's total income before taxes. Households paying over 30% of their total income on housing costs are

<sup>6</sup> Metro Vancouver. (2015). The Metro Vancouver Housing and Transportation Cost Burden Study: A New Way of Looking at Affordability

considered to be ‘housing cost burdened.’ This is particularly relevant for low and moderate income households whose household expenses take a higher overall share of their monthly budgets, whereas higher-income households may be able to absorb higher housing costs. It is also worth noting the importance of the full affordability picture (i.e. the transportation and housing cost-burden). Proximity to frequent transportation alternatives lowers a household’s overall transportation–housing cost burden. Further, Phase 1 of Metro Vancouver’s Transit–Oriented Affordable Housing Study found that renter households, particularly

those with lower incomes, are more likely to use transit. Matching affordable housing supply with demand, particularly in transit-oriented locations such as the Broadway corridor, is an important component of the transit and affordable housing connection.

The following chart shows net new purpose-built market rental and social/supportive housing units by incomes served – how many units are affordable to a particular household income where that household pays no more than 30% of total income on rent.



The majority of new purpose-build market rental housing approved in 2020 were affordable to households earning over \$80k per year. The majority of new social/supportive housing approvals were affordable to households earning less than \$15k per year and between \$30k and \$50k per year.

As part of the Broadway Plan process, the City will outline affordable housing targets by location, housing type, target income and tenure.

These targets will be added to SPA monitoring. Consideration of policy direction for family-sized housing units will also be a part of the Broadway Planning process.

The following table (Table 3) provides data on the housing approvals in the Broadway Subway SPA Geography for both 2019 and 2020. Note that following approval, projects may take a number of years to construct before units are ready for occupancy.

Housing Type	Existing 2018		Approvals 2019		Approvals 2020		Total	
	# buildings	# units	# buildings	# units	# buildings	# units	# buildings	# units
<i>Affordable Housing Stock</i>								
Purpose-Built Market Rental Housing	1,486	20,463	3	72	3	577	1,492	21,112
Social/Supportive Housing	113	5,167	1	90	3	244	117	5,501
<b>Total</b>	<b>1,599</b>	<b>25,630</b>	<b>4</b>	<b>162</b>	<b>6</b>	<b>821</b>	<b>1,609</b>	<b>26,613</b>
<i>Other Housing Stock</i>								
Laneway Housing	14	14	2	2	4	4	20	20
Condominiums	2,041	26,616	6	361	3	121	<i>not available due to data collection methods (see notes below)</i>	
Coach Houses			10	10	2	2		
Townhouses			0	0	0	0		
<b>Total</b>	<b>2,055</b>	<b>26,630</b>	<b>18</b>	<b>373</b>	<b>9</b>	<b>127</b>		

Table 3: Housing Approvals in Broadway Subway SPA Geography

**Notes:**

- 'Existing 2018' refers to existing, approved and under construction buildings/units as of December 31, 2018. 'Approvals 2019/2020' refers to new buildings/units approved for the period January 1 to December 31 for the respective year. For projects which require a rezoning 'approved' refers to when the project is approved at public hearing, and for projects which do not require a rezoning and are enabled under existing zoning 'approved' refers to when the project has been issued a development permit.
- Data is drawn from City of Vancouver permit systems and Provincial BC Assessment data. Due to discrepancies between the Provincial historic data collection of strata ownership units and municipal tracking systems, 'Existing 2018' baseline building and unit numbers for strata ownership units are estimates and not able to be further broken down by housing type (e.g. townhouse). This is why for annual reporting, new approved condominium units, coach houses and townhouses are reported, but the baseline housing stock numbers are combined for all of those housing types.
- Condominium and townhouse approval numbers are gross rather than net unit counts due to data gaps in municipal tracking systems; purpose-built market rental housing, social/supportive housing, coach houses and laneway housing are net unit counts. Approvals numbers for condominiums, coach houses and townhouses cannot be added to 'Existing 2018' baseline numbers as this would not be an accurate total as the gross approval numbers do not account for units lost through redevelopment.
- For the purposes of the SPA reporting, affordable housing is considered to include purpose-built market rental as well as social and supportive housing units, recognizing that affordability is a relative measure of the price or cost of housing relative to household income. The social/supportive housing category includes co-operative housing units.

The City approved 948 housing units in the Broadway SPA Geography in 2020, nearly doubling the 2019 approval numbers. 87% of these approvals were purpose-built rental or social/supportive housing enabled under the Broadway Plan Interim Rezoning Policy<sup>7</sup> in response to

ongoing housing affordability challenges being experienced by Vancouverites (see Figure 4). This is a significant increase from 2019, in which 30% of housing approvals were purpose-built rental or social/supportive housing.

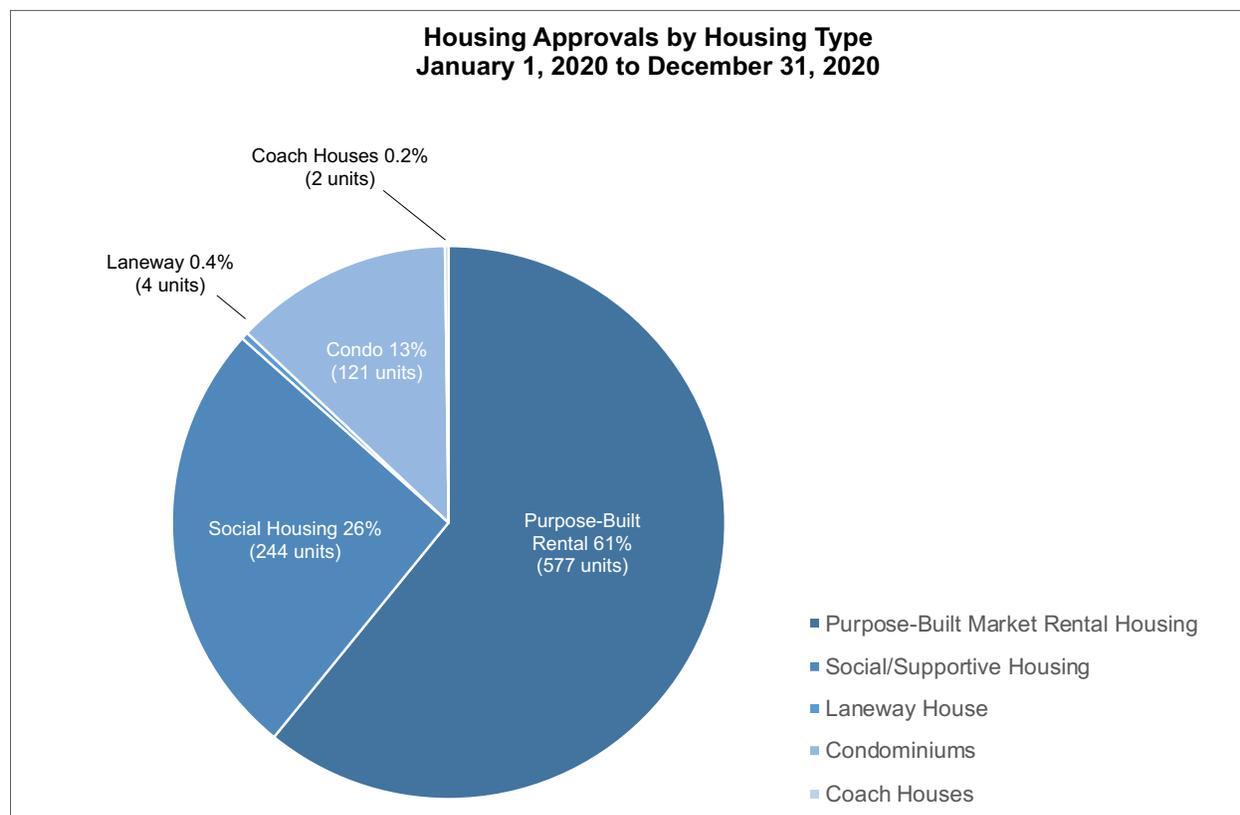


Figure 4: Housing Approvals by Housing Type (January 2020 – December 2020)

The 244 social and supportive housing units approved in the SPA Geography include 98 deeply affordable units for people experiencing homelessness, enabled through a partnership between the City of Vancouver and Government of British Columbia to develop temporary modular housing (TMH) throughout Vancouver. TMH buildings address the immediate and urgent housing needs of people experiencing

homelessness in Vancouver. All homes are self-contained dwellings with a private bathroom and kitchen and are operated by an experienced non-profit housing operator to provide customized resident supports and manage the building 24/7.

The 577 units of purpose-built market rental housing units approved include 120 units designated for low and moderate-income

<sup>7</sup> The City’s established practice is to limit the types of new rezoning applications which will be considered during a significant planning process so as to not pre-empt or divert the planning program. This practice continues for the Broadway Planning process. In recognition of ongoing housing affordability challenges that are creating significant hardship, in particular for people experiencing homelessness and low-income individuals and families, an interim rezoning policy was established. The policy outlines the circumstances under which new rezonings will be considered during the planning process. This includes projects involving 100% social/supportive housing and 100% below-market rental housing.

households earning incomes between \$30-\$80k per year. These units were enabled through the City's Moderate Income Rental Housing Pilot Program (97 units) and the Below-Market Rental Housing Policy for Rezoning (23 units). Data provided earlier in this section provides additional information on the SPA Geography's 2020 net new affordable housing (social and supportive and purpose-built market rental) by household income served.

Phase 1 of Metro Vancouver's Transit-Oriented Affordable Housing Study found that renter households, particularly those with lower incomes, are more likely to use transit. Access to frequent transit lowers transportation costs and improves access to services and employment. This increase in supply of affordable housing in the Broadway corridor is both supportive of transit ridership objectives and shared transit-oriented affordable housing goals.

#### **Performance Measure 4: Sustainable Transportation**

Sustainable transportation for the purposes of SPA monitoring includes walking, cycling, SkyTrain and bus in the SPA Geography, recognizing that these modes are part of the broader City and regional transportation network.

The Performance Measures Framework includes a total of seven transportation indicators which are updated either on an annual or 5-year basis (p. 15):

- Average daily boardings and alightings by station
- Average daily bus boardings and alightings
- Peak Load Factors by Mode
- Pedestrian Counts
- Cycling Counts
- Journey to Work Mode Split
- Rates of car ownership
- Total annual ridership for Broadway Subway extension (for future reporting, once in service)<sup>8</sup>

As noted earlier, this report does not include updated transit data for 2020 given ongoing challenges related to the cyberattack TransLink experienced in December 2020, which impacted TransLink's access to key data sources and

processing resources. As discussed with the SPA Working Group, the 2020 transit data could be made available in the future upon request to any of the SPA partner agencies interested. It is also worth mentioning that the data would be limited to an 8-week period in the fall of 2020 (consistent with the 2020 Transit Service Performance Review approach), and due to COVID-related ridership impacts, the data will indicate ridership which is an exception from expected longer term trends. It is also important to note that ridership in 2020 fluctuated greatly in response to rapidly evolving pandemic conditions – after the Provincial state of emergency was declared on March 18, 2020, there was no 'average day' in 2020 from a ridership perspective. As a result, ridership data averaged over 2020 does not offer meaningful insights for future service planning.

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<sup>8</sup> This indicator will be tracked once the Broadway Subway is operational.



## Cycling Counts

As with walking, cycling will likewise be an important mode for customers accessing the Broadway Subway, and increased cycling activity over time will be an indication of the SPA Geography's continued evolution as a community designed to support the SkyTrain investment and sustainable transportation generally.

Approximately 3.5 million cycling counts were reported from January 1 through December 31, 2020, which is a 5% increase compared to 2019 cycling counts. Cycling counts are taken from four permanent bike counters (see Appendix C) located at:

- Burrard Street near Cornwall Avenue (closest to future Arbutus Station)
- E 10th Avenue near Clark Drive (closest to VCC–Clark Station)
- Ontario Street near 11th Avenue (closest to Broadway–City Hall Station)
- Seawall at Creekside Community Centre (closest to future Great Northern Way and Mount Pleasant stations)

As was the case in 2019, the highest number of cycling counts were observed at the Burrard and Cornwall location, with the fewest counts observed at the 11th at Ontario location (see Figure 5).

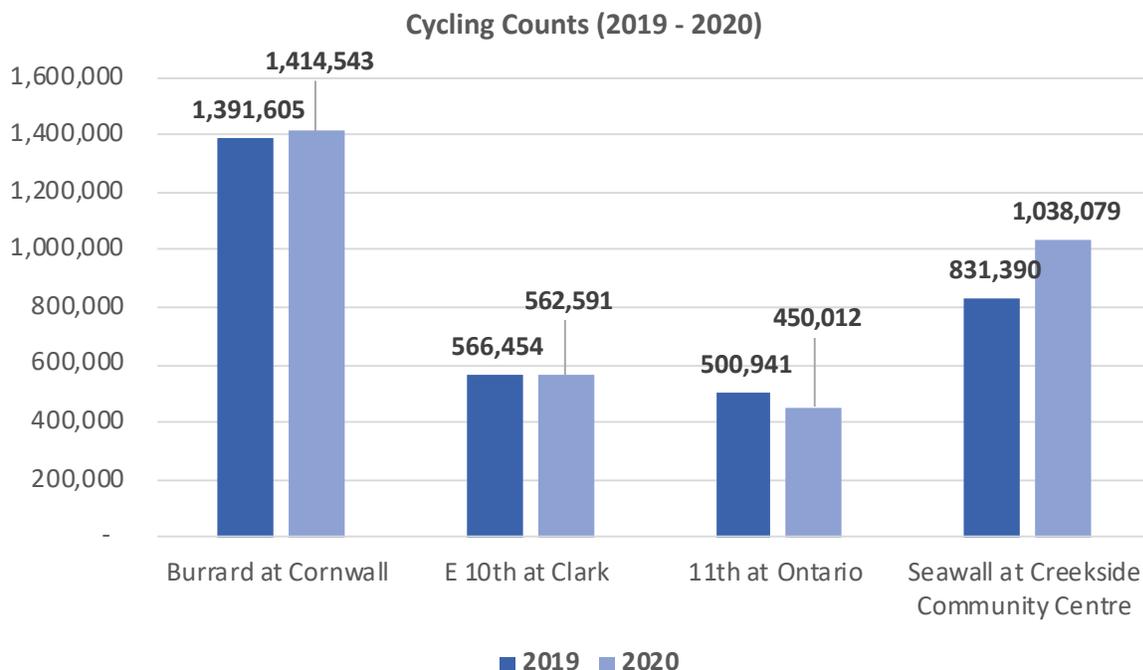


Figure 5: Cycling Counts (2019 – 2020)

## Conclusion and Next Steps

2020 was an unprecedented year in many regards, with the COVID-19 pandemic having far-reaching impacts on multiple aspects of our daily lives from our travel patterns to where and how we work. Understandably, work programs, budgets and priorities had to be re-evaluated in the context of a rapidly evolving situation and in light of what will likely be a long road to recovery.

Given the Provincial Health Orders regarding physical distancing and large gatherings, the 2020 public engagement strategy for the Broadway Plan needed to be re-assessed and launched in a COVID-safe manner. This caused delays to the planning process, resulting in the need to adjust the anticipated completion date for the Plan from end of 2021 (as committed to in the SPA) to by the end of 2022. Despite this change in timing, the scope listed in the SPA under the Broadway Plan commitment continues to be advanced, with the SPA partners continuing to collaborate effectively through new ways of working together.

COVID-19 also had a notable impact on transit ridership, with physical distancing measures, public perceptions of risk and the rapid shift to remote work being among the key factors affecting transit use. Although TransLink maintained service at near-normal levels through most of 2020, the pandemic had a significant impact on operations. During this time, TransLink’s focus was on keeping customers and employees safe, and providing service where it was needed most. While ridership data average over 2020 does not offer meaningful insights, future reporting will include updated transit data, which will be critical as we track transit ridership recovery.

A key focus for the SPA partners moving forward will be to continue to collaborate on the final planning stages of the Broadway Plan, to work together to advance transportation demand management initiatives in the Broadway Corridor during construction, and to work together to define the scope and launch the Vancouver Area Transport Plan process.

# Glossary

**10-Year Vision** – The 10-Year Vision for Metro Vancouver Transit and Transportation, developed by the Mayors’ Council in 2014.

**Broadway Subway Project** – An approximately 5.7 kilometre extension of the Millennium Line from its current terminus at VCC-Clark Station to a new western terminus at Arbutus Street.

**Broadway Subway Supportive Policies Agreement (SPA)** – The Supportive Policies Agreement for the Broadway Subway Project, executed by the City of Vancouver and TransLink in June 2018.

**Monitoring Committee** – A multi-stakeholder committee formed by TransLink and the City in December 2018 to: (i) review the performance of land use and transportation outcomes for the Broadway Subway Corridor and (ii) monitor compliance by each party with the commitments and responsibilities set out in the Broadway Subway SPA.

**Working Group** – A multi-stakeholder staff working group from the agencies represented on the Monitoring Committee that reports to the Monitoring Committee and supports its duties and responsibilities.

**Broadway Subway SPA Implementation & Monitoring Timeline** – A timeline developed to track the progress of key SPA commitments and delineate when and how SPA reporting will occur.

**Annual Report** – One of the two primary SPA reporting deliverables; published on an annual basis to provide a high-level snapshot of progress on SPA commitments and outcomes.

**5-Year Performance Report** – One of the two primary SPA reporting deliverables; published on a 5-Year basis to provide a comprehensive analysis of progress on SPA commitments and outcomes, and may recommend actions if outcomes not tracking as expected.

**Performance Measures Framework** – A framework developed by partner staff to track the performance of land use and transportation outcomes associated with the four key areas of SPA monitoring interest (population, employment, housing supply and sustainable transportation).

**Broadway Subway SPA Geography** – A defined geography that will be used for data collection and outcomes monitoring; delineated by city blocks and constitutes an approximate 800 metre walk, using existing walking networks, from the Broadway Subway Project stations.

# APPENDICES

## APPENDIX A DATA SUMMARY TABLE

Indicator	Data Source	Data Year for this Report	Next Update <sup>1</sup> of Data	Partner Agency Obtaining Data
Number of People	Statistics Canada	2016	2021	Metro Vancouver
Number of Jobs	Statistics Canada	2016	2021	Metro Vancouver
Jobs by Industry	Statistics Canada	2016	2021	Metro Vancouver
Job Space	City of Vancouver	2020	2021	City of Vancouver
Number of purpose-built market rental units approved	City of Vancouver	2020	2021	City of Vancouver
Number of social and supportive housing units approved	City of Vancouver	2020	2021	City of Vancouver
Number of condo units approved	City of Vancouver	2020	2021	City of Vancouver
Number of laneway housing units approved	City of Vancouver	2020	2021	City of Vancouver
Number of coach house units approved	City of Vancouver	2020	2021	City of Vancouver
Number of townhouse units approved	City of Vancouver	2020	2021	City of Vancouver
Rates of car ownership	ICBC	2019	2024	City of Vancouver
Total annual ridership for Broadway Subway extension	TransLink	-	2025	TransLink
Average <sup>2</sup> daily boardings and alightings by station	TransLink	2019	2021	TransLink
Average daily bus boardings and alightings <sup>3</sup>	TransLink	2019	2021	TransLink
Peak Load Factors by Mode	TransLink	2019	2021	TransLink
Cycling Counts	City of Vancouver	2020	2021	City of Vancouver
Pedestrian Counts	City of Vancouver	2018	2023	City of Vancouver
Journey to Work Mode Split	Statistics Canada	2016	2021	Metro Vancouver

### Notes:

1. Data collected through the Census is generally released one year following the collection year, with additional time needed for the custom Census data order required for SPA reporting.
2. For stations connected by the Broadway Subway Project.
3. For all routes operating in Broadway Subway SPA Geography.

## APPENDIX B DEFINITIONS OF HOUSING TYPES FOR BROADWAY SUBWAY SPA MONITORING

Source: City of Vancouver Housing Vancouver Strategy & supporting documents

**Purpose-Built Market Rental:** Multi-family housing built with the intent to be rented in the private market. Includes rental housing secured by legal agreement (i.e. Secured market rental housing guaranteed through a legally binding covenant or housing agreement registered on title).

**Social Housing:** From City of Vancouver Zoning & Development By-Law which defines as rental housing:

- In which at least 30 per cent of the dwelling units are occupied by households with incomes below housing income limits, as set out in the current “Housing Income Limits” table published by BC Housing
- Which is owned by a non-profit corporation, by a non-profit co-operative association, or by or on behalf of the city, the Province of British Columbia, or Canada
- Is secured by a housing agreement or other legal commitment

**Supportive Housing:** Subsidized housing with supports that help individuals to maintain housing stability. Supports help tenants stabilize their lives, enhance their independent living skills, and reconnect with their communities. The services provided to tenants are flexible and vary from building to building. Some services are provided by on-site staff, and some services are delivered through outreach programs. There are several forms of supportive housing available:

Buildings where all of the units are supportive (dedicated)

Social housing buildings where some of the units are supportive (mixed)

In scattered market apartments with rent supplements

**Condominium Apartment (“condo”):** Units within apartment buildings that are separately strata-titled and can be owned and sold independently or may be rented to a non-owner household. Condominium buildings generally include common amenity areas which are jointly owned and maintained by the strata corporation.

**Laneway House:** A small, detached home built on a low-density lot at the lane. Laneway homes are permitted in addition to a secondary suite in the main house, and like secondary suites, are for rental or family occupancy only and cannot be strata titled.

**Coach House:** A small, detached home typically built at the rear of the site adjacent to the lane. The coach house may be strata-titled (sold separately from the main house) unlike laneway homes which are always rental.

**Townhouse:** Ground-oriented, multi-family homes which can be a combination of side-by-side and top-and-bottom (“stacked”) units or a single or double row of attached units with individual entrances from the street or courtyard. Private outdoor space is provided at the ground level and on roof decks.

## APPENDIX C BIKE COUNTER LOCATIONS

