Confirmation

Expense report number ER22167551 was previously submitted for approval.

Expense Report ER22167551

TIP Hint: Print in landscape format to include all displayed information. Use your browser Back button to exit the printable page view.

Submission Instructions

The following are instructions on what to do with expense report envelopes and receipts:

- * the expense report envelope must include your receipts and other supporting documents. On the outside of the envelope print your name, employee number, date, and expense report number. The expense report envelope and its contents must be filed at the location designated by your senior financial officer.
- * your Expense Authority will be notified requesting approval for this expense report. After your Expense Authority approves this expense report, you will be notified. This expense report will be paid within 3 working days after it is approved by your Expense Authority.
- * the expense report envelope and its contents are subject to post payment audit. These must be forwarded upon request to the Corporate Compliance and Controls Monitoring Branch for verification. Your Expense Authority may be contacted for clarification or verification purposes regarding your expense report envelope.
- * at your option, print this page from your browser and insert into the expense report envelope.

General Information

	s.22	keport Submit Date	20-JUL- 2016
		Attachments	View
Expense Dates	20-JUL-2016		Add
	- 21-JUL-		Add
	2016	Is this claim for expenses while on Travel Status?	Yes
Cost Center	51029		Yes
Purpose	Travel to	Report Total	271.04
росс	Vancouver -	·	CAD
	Deloitte	Reimbursement Amount	271.04
	Transit		CAD
	Enabling		
	Livable		
	Communities		
	Roundtable		
A			
Approver	,		
	JAMES		
	s.22		

Original Receipts Status Required

Expense Lines	Approval Notes [2]
Business Expenses	

Cash Expenses

Date	Receipt Amount	Expense Type		Original Receipt Required	Receipt Missing	Reimbursable Amount (CAD)	
20-Jul-2016	196.04 CAD	Accommodation	s.15 Vancouver overnight for 730 am meeting	· •		196.04	
21-Jul-2016	10.00 CAD	Miscellaneous	Black Top Taxi - Vancouver - s.15 to Vancouver Convention Centre	•		10.00	
20-Jul-2016	28.50 CAD	Meal/Per Diem	Travel from Victoria July 20th 6pm to Vancouver Return Vancouver to Victoria July 21st , 2pm			28.50	
21-Jul-2016	36.50 CAD	Meal/Per Diem	Travel from Victoria July 20th 6pm to Vancouver Return Vancouver to Victoria July 21st , 2pm			36.50	
					Total	271.04	

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Cash Receipt For prompt, safe and courteous service call... Black Top & Checker Cabs 604-681-3201 or 604-731-1111 777 Pacific Street Vancouver, BC V6Z 2R7 www.btccab.ca Date 21 July 2016

Driver. Bhubindey.....Cab No. 175-D Thank You GST/HST#100436724

s.15



s.15

Kevin Volk s.22

s.15

Room No.:

Arrival: 07-20-16

Departure: **07-21-16**

Folio No.: s.15

Conf. No: 55679

Cashier: 52

Custom Ref.:

Printed on:

07-21-16

GST#: 896063047RT0018

Date	Description	Additional Information	Charges	Credits
07-20-16	Room Charge		169.00	
07-20-16	Accommodation Room Tax		18.59	
07-20-16	Room GST Tax		8.45	
07-21-16	s.17			196.04

Transaction Date and Tir07/21/16 06:53

Total GST:	8.45	Total	196.04	196.04
		Balance	0.00	

Ryan, Louise CSCD:EX

Travel to Vancouver Overnight July 20 HJ 858 18:40 VICVAN July 21 HJ 723 16:10 s.15 or Teleconference s.15,s.17 [Participant s.15,s.17] Subject:

Location:

Wed 2016-07-20 6:00 PM Start: Thu 2016-07-21 5:00 PM End:

Recurrence: (none)

Organizer: Volk, Kevin CSCD:EX

Wednesday, July 20, 2016	Invoice #85039	
	FARE-YWH-Full_Summer16	\$199.05
858	+ GST	\$9.95
18:40 Victoria Harbour		
19:15 Vancouver Harbour	Billing	\$199.0
35 minutes	Taxes	\$9.9
75 minutes	Grand Total	\$209.00
Confirmed		
L Passengers - Full-Fare		
. Kevin Volk, Male		
. Reviii voik, ividie		
Add to Calendar		
Add to Calendar		
Add to Calendar Booking ^{s.17}	Invoice #85040	
Add to Calendar	Invoice #85040 EARE-YWH-OffPeak Summer16	\$151.43
Add to Calendar Booking ^{s.17}	FARE-YWH-OffPeak_Summer16	
Add to Calendar Booking ^{s.17} Thursday, July 21, 2016		
Add to Calendar Booking ^{s.17} Thursday, July 21, 2016	FARE-YWH-OffPeak_Summer16	\$7.5
Add to Calendar Booking s.17 Thursday, July 21, 2016 717 13:30 Vancouver Harbour 14:05 Victoria Harbour	FARE-YWH-OffPeak_Summer16 + GST	\$7.5° \$151.4°
Add to Calendar Booking s.17 Thursday, July 21, 2016 717 13:30 Vancouver Harbour	FARE-YWH-OffPeak_Summer16 + GST Billing	\$7.5° \$151.4° \$7.5°
Add to Calendar Booking s.17 Thursday, July 21, 2016 717 13:30 Vancouver Harbour 14:05 Victoria Harbour	FARE-YWH-OffPeak_Summer16 + GST Billing Taxes	\$151.43 \$7.53 \$151.43 \$7.53 \$159.00
Booking s.17 Thursday, July 21, 2016 717 13:30 Vancouver Harbour 14:05 Victoria Harbour	FARE-YWH-OffPeak_Summer16 + GST Billing Taxes	\$7.5° \$151.4° \$7.5°

Confirmation Number: 5.17

Name Kevin Volk
Arrival Date 07-20-16
Departure Date 07-21-16
Check-in Time 3:00 PM
Check-out Time 12:00 PM
Rate Information:
Rate Type
Provincial Government
Rate per night 169.00
Total for Stay per Room:
Rate 169.00
Taxes 27.04
Other Charges 0.00
Total 196.04
Total for Stay 196.04
Includes estimated

Deloitte.



Transit Roundtable Summary

Summary of a roundtable workshop on the impact and role of transit in enabling liveable communities in Metro Vancouver.

Summer 2016

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"Good transit creates healthy populations."

Professor Lawrence Frank

UBC School of Population and Public Health

"Transit is absolutely critical to a liveable community."

Peter Fassbender

Minister of Community, Sport, Cultural Development and Minister responsible for TransLink

Context

Purpose

The purpose of this document is to provide an overview of a roundtable discussion held on July 21st, 2016 in which key stakeholders discussed the impact and role of transit in enabling liveable communities in Metro Vancouver.

Deloitte was asked to facilitate and summarize the roundtable discussion. The views and suggestions reflected in this document are intended to represent an aggregated summary of roundtable participant perspectives.

Scope

The scope of the roundtable was to discuss challenges and to identify opportunities for improvement across the following three themes:

- · Community Engagement in Urban Design
- Building Complete and Connected Communities
- Land Value Capture Opportunities

Document Owners

This summary was prepared for the Government of British Columbia.



Executive Summary

Maintaining affordability and liveability requires a coordinated approach to development, amenity, and public transit projects in Metro Vancouver.

Introduction

Market conditions in Metro Vancouver Continued population growth at over 35,000 new residents annually – combined with a constrained land base, and a housing supply that has not kept pace with demand – has contributed to mounting

affordability challenges in Metro Vancouver.

These conditions have created the need for a transit system that can enable high-volume interand intra-regional people-movement, while also supporting increased density as a way of introducing more housing supply to the market.

Transit funding context

Although there is broad alignment on the need for enhanced transit infrastructure in Metro Vancouver, the issue of funding has yet to be fully resolved. The Provincial government has maintained its commitment to fund 33 percent of all project costs for rapid transit lines being contemplated for Surrey and Vancouver. The

Federal government has increased its commitment to cover 50 percent of eligible costs for these same projects, according to Phase 1 of Canada's 2016 infrastructure plan. Discussions regarding additional Federal funding for subsequent phases are ongoing. The region's municipalities and TransLink are responsible for the remaining share of capital costs, and for all operating costs. The sources of funding required to support regional costs are still being explored.

Objectives

Deloitte was asked to help the BC Government engage with key stakeholders across the public and private sectors to discuss how transit can enable complete and connected communities in Metro Vancouver – including strategies to support funding contributions.

The purpose of this summary document is to provide an overview of a roundtable workshop held with stakeholders on July 21, 2016. This workshop was structured to discuss challenges and to share potential solutions surrounding three major themes:

- Community Engagement in Urban Design
- Building Complete and Connected Communities
- Land Value Capture Opportunities



Theme 1: Community Engagement in Urban Design

Robust community engagement practices are critical to ensuring that housing stock keeps pace with demand, that the timing of investments are appropriately aligned, and most importantly, that the form and function of new developments meet communities' needs. Given Metro Vancouver's current affordability and liveability challenges, establishing highly efficient and effective communication and transparency between citizens, governments, and developers is now more important than ever.

Roundtable discussions on this theme produced a number of suggested opportunities:

- Streamline processes by engaging the public earlier, reducing duplication, and modernizing feedback mechanisms.
- Educate the public on affordability and liveability solutions and the impacts of development.
- Take a regional view to community planning and align processes with transit planning.
- Establish task forces to foster understanding and collaboration between all stakeholders.

Theme 2: Building Complete and Connected Communities

Misalignment between housing supply and demand coupled with a constrained land base means that Metro Vancouver must increase density in order to alleviate affordability and liveability challenges. Building complete and connected communities while increasing density requires a coordinated

approach to delivering development, transit, and community amenity.

Roundtable discussions on this theme produced the following suggested opportunities:

- Support densification along transit corridors through clear policy and proactive planning.
- Enhance public engagement to support communities through growth transitions.
- Take a regional view to planning to achieve connectedness between communities.
- Consider a broader portfolio of transit modes to meet the range of needs across the region.

Theme 3: Land Value Capture Opportunities Research and analysis has shown that rapid transit not only requires densification to achieve viable ridership levels, but that it is also a driver of density and increased land values. The Province has acknowledged that capturing some of this

stream to support regional funding requirements.

Roundtable discussions on this theme produced

the following suggested opportunities:

increased value could provide a viable revenue

- Consider a diverse set of Land Value Capture tools, with emphasis on Development Levies.
- Use pre-set, transparent levies to expedite value capture and to minimize costs passed on to home owners and renters.
- Expedite priority developments and remove barriers to affordable design solutions.
- Encourage zoning of appropriate density levels within transit station catchment areas using graduated scales.



Conclusion

Continuing the conversation

The roundtable workshop initiated, but by no means concluded the discussion on the role that transit can play in enabling complete and connected communities in Metro Vancouver. It is imperative that all stakeholders remain engaged in this conversation in order to achieve meaningful progress.

The path forward

The challenges and proposed solutions discussed in this roundtable summary are complex and require diligent analysis and holistic consideration across a broad range of stakeholders. These issues will not be resolved by the efforts of city planners and developers alone, but by a team spanning all levels of government, the private sector, academia, community groups, and providers of public amenity such as parks, schools, and hospitals.

The next steps will include reviewing and discussing the findings from this roundtable summary with the appropriate parties in order to develop a robust and defensible path forward on transit, development, and community planning in Metro Vancouver.



Introduction

The simultaneous demand for increased housing supply and enhanced public transit has had a compounding effect on affordability and liveability challenges in Metro Vancouver.

Background

Metro Vancouver's population has grown by 65 percent since 1986 – adding over one million residents to the region in just 30 years. The pace of growth shows no signs of slowing, with the population expected to increase by another one million by 2040 (according to 2011 census data). A rapidly expanding urban and suburban population has and will continue to put increasing demand on the region's public transit system.

The combination of accelerated growth with a constrained land base and a housing supply that has failed to keep pace with demand has contributed to mounting affordability and liveability challenges. This combination has created the need for a transit system that can support high-volume inter- and intra-regional people-movement, as well as increased densification in strategic transit-oriented nodes.

Objectives of the roundtable workshop

Identifying and enacting solutions to these complex challenges requires the participation of a wide variety of experts in rigorous analysis, discussion, and planning efforts. This due diligence ensures that policies are informed by a broad set of perspectives, sound research, and evidence. The Ministry of Community, Sport and Cultural Development has engaged with key stakeholders from the public and private sectors to discuss the impact and role which transit can play in enabling liveable communities.

At the request of the Ministry, Deloitte hosted a roundtable workshop on July 21, 2016, bringing together a roundtable of experts and leaders from the public and private sectors. This group included representatives from academia, non-profits, researchers and consultants, developers, and representatives from all three levels of government. The intention was to create the conditions for a diverse group of stakeholders to discuss how transit can act as a catalyst for housing and liveability.

Plenary discussion: Framing the problem

Overview of challenges and solutions The roundtable workshop began with a plenary discussion which serves as an appropriate introduction to the rest of this document.



"How can transit enable liveable communities? What challenges does Metro Vancouver face?" The illustration to the right captures the broad themes which emerged from this opening dialogue, including the need for stable transit funding, longer-term visioning and planning, better alignment of transit and housing with the region's needs, more effective public engagement practices, and more efficient development approval processes.

The plenary session also introduced a number of proposed solutions to these challenges including: improved public education; broader, cross-regional planning; support for increased density along transit corridors; and streamlined development processes. These solutions were discussed in detail during subsequent breakout sessions.

The fundamental issue of securing stable and consistent transit funding was a core topic of this discussion, and warrants additional context here.

Transit funding context

Although there is broad alignment on the need to enhance transit infrastructure in Metro Vancouver, Deloitte understands that the issue of funding has yet to be resolved. Historically, public transit projects were funded equally by all levels of government (33 percent each).

The Provincial government has maintained its commitment to fund 33 percent of all project costs for rapid transit lines being contemplated for Surrey and Vancouver. The Federal government has increased its commitment to cover 50 percent of eligible costs for these same projects, according to Phase 1 of Canada's 2016 infrastructure plan. Discussions regarding additional Federal funding

for subsequent phases are ongoing. The region's municipalities and TransLink are responsible for the remaining share of capital costs, and for all operating costs. The sources of funding required to support regional costs are still being explored.



The themes presented in this illustration reflect the summation of concerns expressed by the roundtable participants, not the consensus of the group Nor do they reflect the opinion of Deloitte as the writer of this document.

New funding sources that go beyond governments' traditional revenue generation strategies are being considered. Land Value Capture tools – mechanisms which capture revenue from increased land values – have been identified as one possible new source of funding. Such tools are already in use in the region, but revenues are not typically contributed toward transit funding. One of the three breakout sessions was dedicated to the discussion of this particular topic.

Objectives of this roundtable summary

The purpose of this document is to summarize and discuss the suggested opportunities and solutions which were identified during the roundtable breakout sessions.

This summary document follows the structure of the roundtable breakout sessions, which focused on the following three themes:

- 1. How do we create a community engagement process that meets community needs, growth, and timing requirements?
- How do we develop density that enables complete and connected communities?
- 3. How do we capture land value to enable thriving urban communities?

Readers will notice that these themes are inextricably overlapped in the following discussions. The key message which emerged was that all of these considerations must be aligned and coordinated to successfully build complete and connected communities.

The suggested solutions and opportunities documented here reflect a summation of input from participants, not necessarily group consensus. These suggestions are not mutually exclusive, nor are they necessarily mutually dependent or of equal importance. As such, they should be interpreted as opportunities rather than formal recommendations. These opportunities require further due diligence to determine their viability before proceeding with recommendations.



Theme 1: Community Engagement in Urban Design

Metro Vancouver's growing and evolving demand for housing supply and transit infrastructure calls for enhanced community engagement practices.

Introduction

Efficient and effective community engagement practices are critical to ensuring that housing stock keeps pace with demand, that the timing of investments are appropriately aligned, and most importantly, that the form and function of new developments meet the community's needs. Efficient community engagement ensures that supply reaches the market in a timely manner. Timely supply supports affordability, but it is also part of keeping community plans on schedule and ensuring that investments are well-utilized. Effective community engagement makes sure that the community's true concerns and needs are accurately reflected and captured.

Given Metro Vancouver's current affordability and liveability challenges, establishing highly efficient and effective communication and transparency between citizens, governments, and the development community is now more important than ever.

Suggested opportunities from roundtable

Roundtable participants proposed a number of opportunities for Metro Vancouver to improve its community engagement practices. Opportunities to remove barriers which prevent community needs from being appropriately satisfied were also identified. These suggestions have been grouped into four categories:

- Streamline the engagement process
- Invest in public education
- · Take a broader approach to planning
- Establish stakeholder task forces

Streamline the engagement process

The first suggestion was to streamline community engagement processes to ensure that efforts are focussed on establishing a vision (for a community plan or a specific development) that meets the community's needs, and which is based on authentic and factual information. Participants expressed that this includes both simplifying the process and ensuring that it provides a fair and accurate representation of feedback. Some participants proposed that the criteria for success should be that the information required to make the right decision for the community is collected, not necessarily that full consensus is achieved or that a politically popular outcome is reached. Two suggestions were made to achieve these goals.



"How do we create a community engagement process that meets community needs, growth, and timing requirements?"

What we heard:

Streamline the engagement process and make it easier for community members to engage – important segments of the population may be left out by holding open houses on weekday evenings.

C: Deloitte

Solicit feedback early and reduce duplication
Soliciting public engagement earlier in the
development application process was suggested as
a way to avoid costly rework and unnecessary
revision cycles. Similarly, reducing duplicative or
overlapping community engagement efforts was
identified as an important opportunity to help
streamline the overall development application
process. Some participants also expressed that
earlier engagement could create a more
constructive partnership – allowing the public to
understand the problem and participate in defining
the solution rather than reducing their
involvement to a 'yes' or 'no' decision at the end
of the process.

Explore alternative consultation mechanisms
Exploring alternative mechanisms of collecting
feedback (e.g. mobile apps, online, etc.) was
suggested as a way to capture feedback earlier
and to expedite the overall process, but most
importantly to enable the consultation of a broader
audience. These alternative mechanisms were
suggested especially to target members of the
community who are unable to attend open houses
in person, but also to facilitate the inclusion of
future members of the community and
professionals with research and data to contribute.

Invest in public education

Participants commented that in order for discussions between the public, governments, and the developer community to be constructive and productive, it is not only important for governments and developers to clearly understand the communities' needs, but it is equally important that the public is informed, educated, and empowered to accurately represent those needs.

Educate on affordability and liveability

On the macro-level, participants indicated that it is important for the public to have a well-balanced appreciation of the various factors impacting affordability and liveability issues, and to understand how these challenges may be addressed. For example, it was suggested that developers and governments share a responsibility to promote awareness on how increasing housing supply is a critical component of addressing affordability challenges, and that the amenities we enjoy in urban communities are provided through densification. Outreach efforts held in advance of official community engagement processes may be considered as ways to address this suggestion.

Educate on impacts of development

On a more micro-level, participants expressed that the public should also be provided with more detailed information related to current development proposals, and in particular the benefits expected to be provided to the community. This may include providing transparency on Community Amenity Contributions to be paid by the developer, or on the anticipated proportion of rental units to be built. Some participants offered that aligned messaging from both municipalities and the development industry which communicates the community impact provided through new developments may be an appropriate way to take action on this suggestion.

Educate through pilot developments

It was also suggested that piloting elements of a broader community plan through small scale developments could be an effective way to materially demonstrate the intention and impact of



a broader proposal before proceeding with the official community planning process, or development application process. Participants noted that enacting an official pilot program with relaxed approval requirements may require regulatory or legislative changes.

Take a broader approach to planning

Participants suggested broadening the scope of community planning as a way of encouraging consistency across the region and ensuring that decision-makers have all of the information they need to make informed decisions that are truly in the best interest of the communities they serve.

Take a regional approach to planning

Participants proposed that taking a consistent or coordinated approach to planning across Metro Vancouver would produce a more reliable elicitation of public feedback, and consequently a more accurate and holistic understanding of communities' diverse needs (e.g. varying degrees of priority for rental housing, or for family-oriented housing). Driving cross-regional consistency was discussed as a way to make community engagement processes more efficient for cross-regional developers to navigate, and thus to help expedite the delivery of housing supply to market.

Align community and transit planning

In addition to broadening the view of planning to span municipalities, participants also suggested that all long-term community and area planning should be integrated with or aligned to all future transit planning. This was suggested to ensure that transit and increased density are delivered in tandem so that the community's needs are met in

a timely manner, and by extension, that the value of these investments can be optimized.

Establish stakeholder task forces

Lastly, participants suggested that task forces (or focus groups) – with representation across all stakeholders groups – be established to work together to define and communicate the objectives of community plans and proposed developments. Asking community groups, municipalities, public service providers, and developers to collaborate was seen as a way to enhance mutual understanding and to encourage constructive and productive partnerships. It was noted that the City of Victoria has adopted a similar practice.

Considerations for next steps

In summary, the following actions were proposed or suggested for consideration:

- Carry out process evaluation and redesign activities to simplify, expedite, and improve the effectiveness of engagement practices.
- Invest in public education through community outreach, public relations, consistent reporting practices, and/or the use of pilot programs.
- Elevate and broaden community planning processes to encompass a regional view and to gain closer alignment with transit plans.
- Establish stakeholder task forces to foster a collaborative dynamic between developers, governments, and community groups.



Theme 2: Building Complete and Connected Communities

Developing complete and connected communities while accommodating growth requires a coordinated approach to transit, density, and community planning.

Introduction

The need for increased density

Over the past twenty years, Metro Vancouver has maintained a relatively steady balance between population growth and housing starts. However, according to Urban Futures Research, a persistent decline in household sizes over this same period has created conditions wherein supply is unable to keep pace with demand. Roundtable participants also discussed how the population's needs and preferences have shifted out of sync with the market such that demand for some unit types is more misaligned with supply than others.

Combining these market conditions with a constrained land base means that Metro Vancouver must increase density to alleviate mounting affordability and liveability challenges. However, increased density on its own is an incomplete solution. Building complete and

connected communities while accommodating growth requires a coordinated approach to densification, transit, and community planning.

The need for coordinated planning

Allowing densification to happen organically causes costly market-uncertainty and creates communities which lack appropriate amenity (including employment, recreation, public services, retail, etc.). Increased density without adequate transit infrastructure can lead to congestion challenges. Transit infrastructure without appropriate density leads to underutilized investments. New density which fails to provide the right mix of housing typology needed by residents in all different stages of life will ultimately fail to satisfy demand.

In this session, participants discussed the need for coordinated planning practices to guide the alignment of density, amenity, and transit to avoid these pitfalls, and to ensure that communities are built to be both complete and connected.

Building complete, connected communities

Building complete communities is concerned with ensuring that communities have the right housing mix typology, access to amenity, and transit infrastructure required to support liveability and affordability within that community.



"How do we build complete and connected communities while accommodating growth?"

What we heard:

Housing supply is not just about having enough units. We need the right types of housing for people in all stages of life. Families need multiple bedrooms. The rental market needs rental units.

Building connected communities complements completeness objectives by broadening residents' access to other communities so that each community does not need satisfy all of its residents' needs.

Suggested opportunities from roundtable

Roundtable participants proposed a number of strategies to improve the coordination of density, amenity, and transit in Metro Vancouver. The first pair of these suggestions are concerned with building complete communities, and the second pair with connecting those communities:

- Support densification along transit corridors
- Improve effectiveness of engagement
- Take a broader, regional view to planning
- Consider a broader portfolio of transit modes

Support densification along transit corridors

Roundtable participants' first suggestion was that new density (for both housing and jobs) should be planned and developed along key transit corridors. The importance of ensuring that density planning is initiated in tandem with transit planning was particularly emphasized.

Participants also encouraged proactive planning for mixed typology of units and ownership structures to support a broad range of needs along these corridors. Regularly updating and enforcing community plans was suggested as an opportunity to improve the assurance that the right level of density is put in place, but also to create more certainty in the market (which in turn supports affordability). Issuing region-wide guidelines or policies for certain densities to be zoned within proximity to transit stations was also suggested.

Improve effectiveness of engagement

Roundtable participants recognized that increasing density in a community may require some residents to make adjustments to their lifestyle or to shift their understanding of what constitutes 'liveability' in their community.

Echoing the discussion from Theme 1, participants reiterated the need for effective public forums to enable the community to provide feedback and to participate in planning processes. Participants stressed that governments, public service providers, and developers need communities' help to accurately understand their needs. For instance, if personal greenspace is reduced due to densification, how much public, or shared greenspace is required to offset that need?

These forums were also identified as an opportunity for governments to collect information (either in the form of data or anecdotal feedback) about the mix of housing types that are needed – or will be needed – as populations and preferences change over time.

Similarly, participants offered that in order for the public to adapt and thrive in higher density communities, they will need to be informed on the tangible community benefits they can expect, including: the health benefits of living in walkable communities, the ability to reduce automobile dependency, access to a greater variety of social and community amenity, and so on. Bringing a balanced perspective to the public dialogue by communicating what the community will be gaining through these changes was seen as an important opportunity to be addressed in consultation and engagement practices.



Take a broader, regional view to planning

Whereas the previous two suggestions were concerned with achieving completeness within a community, roundtable participants also discussed strategies to connect communities so that a sense of 'completeness' can be achieved over a broader geographic area spanning multiple communities. For example, if rapid intra-regional transit can enable residents to seamlessly move between the communities where they work, where they live, where their social networks reside, and where they access goods and services, then individual communities do not need to bear the burden of being 'all things to all people'.

Participants recognized that this vision would require community planning to be coordinated at municipal and regional levels (rather than being done in isolation at the community level). It was suggested that key principles of economic development, regional growth, infrastructure investment, and long-range planning should be aligned across the region in order to ensure that community planning efforts are appropriately coordinated to meet regional needs. Participants also noted that a holistic approach to public services is required – other agencies must be involved in planning to ensure that transit and density are coordinated with community centres, parks, schools, hospitals, etc.

Naturally, these considerations again raised the role that rapid transit must play in enabling interand intra-community people-movement. Participants re-iterated the need to coordinate community planning (whether it be done at regional, municipal, or the community level) with any plans for transit enhancement in the area.

Consider a broader portfolio of transit modes

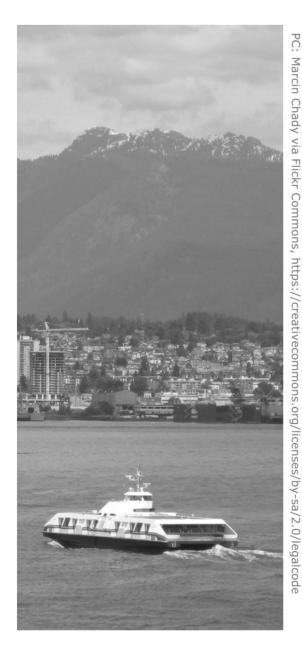
Participants also noted that because there are many communities which experience growth and densification outside rapid transit catchment areas, that any conversations or planning around building complete and connected communities must also consider other modes of transit.

Participants suggested that transit and community plans should consider a wide and diverse transit network – including trains, bike lanes, and rapid bus routes – to provide choice and to meet the range of needs throughout the region as communities continue to reduce their dependence on automobiles. Similarly, it was pointed out that new developments should not be limited to areas near SkyTrain stations, but should also target areas already served by major bus systems.

Considerations for next steps

In summary, the following actions were proposed or suggested for consideration:

- Initiate densification planning in parallel with rapid transit planning to ensure that these mutually-dependent investments are synchronized.
- Enhance community engagement and public education efforts, ensuring that community needs and expected benefits are wellunderstood.
- Coordinate community planning activities across the region to gain synergies and alignment between connected communities.
- Expand transit planning to include the full spectrum of transit modes to ensure that needs are met across the region, not only along key corridors.



Theme 3: Land Value Capture Opportunities

The capture of elevated land values caused by proximity to transit could help fund transit infrastructure and services.

Introduction

By virtue of the topic being less familiar to a general audience, this section begins with a more detailed introduction than the two previous. This added context is provided only for the purposes of familiarizing the reader with the concepts and theories behind Land Value Capture (LVC) tools; it is not intended as an endorsement either for or against their use. It has been noted that roundtable participants discussed differing views on the benefits and drawbacks of these tools in Metro Vancouver's context.

Transit funding context revisited

Although there is broad alignment on the need for enhanced transit infrastructure in Metro Vancouver, the issue of funding has yet to be fully resolved. Despite recent commitments for capital funding from the federal and provincial governments, the municipalities and TransLink have expressed concerns about their ability to support the remaining share of costs.

The Province has acknowledged that Land Value Capture (LVC) mechanisms could provide a viable revenue stream to help contribute toward regional funding requirements – for both upfront capital requirements and ongoing operational costs.

Land Value Capture tools defined

Most LVC tools fall into one of three categories: Land Development, Taxes and Fees, and Development Levies. All of these tools capitalize on the increase in land value that is created by the announcement and placement of transit stations by enabling the capture and redirection of some of that value to fund the initial capital investment and/or ongoing operational costs.

Land Development

Land Development tools are relatively simple; examples include the sale, lease, or development of government-owned land that is within close proximity to planned transit stations.

Taxes and Fees

Tax and fee mechanisms are essentially municipally-enforced fees which are collected specifically from property owners who are deemed to benefit from the lift in land value created by close proximity to transit.



"How do we capture value to enable thriving urban communities?"

What we heard:

Transit infrastructure increases land value and there is an opportunity to capture a portion of that value to help fund transit infrastructure and ongoing operations.

Development Levies

Development Levies, such as Community Amenity Contributions (CAC) or Density Bonusing programs capture value through increased densification along transit corridors. In this approach, the municipality allows developers to increase the density of certain land parcels in exchange for a material percentage of the value created. Both CAC and Density Bonusing programs are already in use in the region, but their funds are not typically used to support transportation projects.

The theory behind LVC tools

The need to invest in public transit infrastructure and increased density is a consequence of accommodating a steadily growing urban population. Based on the theory that land values are increased by the coordinated delivery of transit infrastructure with increased density, it can be argued that governments should capture some of value created by their investment in order to offset their costs.

The graphic on the right illustrates (at a very high level) the dynamics between the key factors at play in this theory. Recognizing that property development along transit corridors can be a driver of economic value allows municipalities to unlock new ways to justify their investment (in addition to the fare revenues and broader socioeconomic impacts which result from good ridership volumes).

However, creating the right conditions to maximize the value of this opportunity requires a well-planned, and deliberate approach to coordinating transit development, densification, community planning, and the use of LVC tools.

Suggested opportunities from roundtable

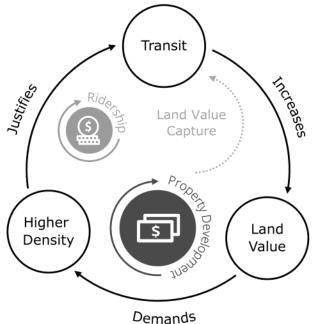
Roundtable participants demonstrated broad alignment on the potential for increased land values to serve as a source of revenue to support transit funding. Four suggestions were made with respect to the consideration of LVC tools for this purpose:

- Consider a broad set of LVC tools
- Ensure that LVC tools are transparent
- Expedite development, increase flexibility
- Ensure appropriate built form near transit

Consider and apply a broad LVC toolset

Participants identified and generally supported the concept that a portion of the value created by the placement of transit infrastructure should be captured in order to fund the initial capital investment (and associated debt obligations) as well as ongoing operational costs. The one caveat participants offered was that this approach must not be to the detriment of housing affordability or to the funding of other critical amenities. Some participants noted that the use of LVC to fund transit projects is already a common practice in many major cities around the globe.

Further, participants encouraged the consideration and application of a broad and diverse set of LVC mechanisms rather than taking a one-size-fits-all approach. It was observed that some mechanisms capture more value in certain situations than others, and some will be more effective in the short term (suitable for capital funding) while others will contribute more over the long term (suitable for operational funding). A diversification of LVC tools was also suggested as a way to allow



the cost of funding transit to be distributed across developers, governments, and community groups.

Participants did however, identify Development Levy tools such as Community Amenity Contributions (CACs) and Density Bonusing programs as preferred mechanisms. These tools were given favourable recognition because they are complementary to the need for increasing density along transit corridors, and because (when used properly) they identify the costs to developers in advance of land acquisition, helping to reduce the costs which are passed on to home owners and renters. This point on cost-transparency led to the identification of the following related opportunity.

Ensure that LVC processes are transparent

Participants emphasized that if Development Levies such as CACs and Density Bonusing programs are activated as a key source of funding for transit projects, then it is critical that they are implemented in a way that provides a long term and transparent view on costs to the impacted parties. Pre-setting transparent, blanket levy rates by zones or by specific geographies was identified as the preferred practice. This approach was suggested based on a number of anticipated benefits:

- Pre-setting levy rates makes it possible to prezone land parcels based on specific needs.
 This has the potential to significantly expedite the overall development application process.
- Enhanced transparency for developers gives them confidence in their investment, thus expediting development along transit corridors and enabling a greater transfer of value back

- to infrastructure, housing mix, and social amenity.
- Cost transparency allows developers to factor levies into the overall cost of land acquisition, thereby helping to minimize the portion of levy which is passed onto homebuyers and renters.

Expedite development and create flexibility

Participants noted that expediting priority developments could contribute to earlier land value capture, which in turn could be used to support the early stages of transit projects. Accelerating the timing of rental and family housing units along future transit corridors (subject to market demand) was identified as an appropriate opportunity to activate this suggestion (on the presumed basis that these types of units are already highly in demand).

Participants also encouraged the government to permit a greater transfer of risk to the private sector and to the free market with respect to regulatory aspects which could potentially enable greater affordability – relaxing requirements on the number of parking stalls, and permitting inboard bedrooms were offered as two examples (e.g. If the number of parking stalls required for rental units close to transit were reduced, the costs of those rental units could also be reduced). It was suggested more generally that the government consider permitting the private sector to take more responsibility for the delivery of affordable housing rather than the public sector attempting to do so on its own.

Participants echoed the discussion in Theme 2 regarding the need to streamline the permitting, consultation and approval process. They indicated



that a streamlined, consistent and faster process would reduce the time, risk, and cost of development.

Ensure appropriate built form near transit Lastly, participants discussed the importance of ensuring that the characteristics (or "built form") of new developments along transit corridors be reflective of regional requirements as well as the value potential created by proximity to transit stations.

This consideration was suggested in the context of maximizing Development Levies, but it was also discussed as being important for both the viability of the investment, and for the sustainability and liveability of growing urban communities. For example, transit without adequate housing makes for an underutilized investment, and housing without proper transit puts strain on existing transit modes and can damage property values.

A suggested example of considering regional requirements would be that density around transit stations in Vancouver may be higher than in Surrey, however Surrey might be able to accommodate a higher degree of growth relative to current densities. Similarly, when considering the effect of value-creation, participants suggested that a graduated scale of density around transit nodes and corridors may be appropriate. This could encourage high density in the immediate vicinity of transit stations, while also promoting other suitable forms of housing intensity, typology, and scale within the broader catchment area.

Considerations for next steps

In summary, the following actions were suggested for consideration:

- Consider the use of a broad set of LVC tools (with a primary focus on the use of Development Levies) to help fund future transit projects.
- Ensure that Development Levies are applied transparently and in advance of land acquisition.
- Use legislative authority to expedite priority developments (subject to market demand) and relax regulations which inhibit creative, affordable designs.
- Streamline the permitting, consultation and approval process, and to reduce the time, risk, and cost associated with long and sometimes uncertain approval processes.
- Provide stronger guidelines or policies to support densities within rapid transit catchment areas which are reflective of both regional requirements and proximity to stations.



Conclusion

The roundtable uncovered many opportunities, but it also demonstrated the need to continue the conversation.

Continuing the conversation

The roundtable workshop initiated, but by no means concluded the discussion on the role that transit can play in enabling complete and connected communities in Metro Vancouver. It is imperative that all stakeholders continue to remain engaged in this conversation in order to achieve meaningful progress.

The path forward

The challenges and suggested solutions discussed in this summary document are complex and require diligent analysis and holistic consideration across a broad range of stakeholders. Roundtable participants expressed clear enthusiasm and willingness to continue to support this effort, but more groups still need to be engaged.

Next steps will include reviewing and discussing the findings in this document with the appropriate parties in order to develop a reliable and defensible path forward on transit, development, and community planning in Metro Vancouver.



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