

MEMORANDUM

December 11, 2017

TO: Mayor and Council

CC: Sadhu Johnston, City Manager  
Paul Mochrie, Deputy City Manager  
Janice MacKenzie, City Clerk  
Lynda Graves, Manager, Administration Services, City Manager's Office  
Rena Kendall-Craden, Director, Communications  
Kevin Quinlan, Chief of Staff, Mayor's Office  
Katie Robb, Director, Communications, Mayor's Office  
Naveen Girn, Director of Community Relations, Mayor's Office  
City Leadership Team  
Ben Russell, Director, Financial Planning and Analysis  
Colin Knight, Associate Director, Financial Planning and Analysis

FROM: Patrice Impey, General Manager, Finance, Risk and Supply Chain Management

SUBJECT: 2018 Capital and Operating Budget and 5 Year Plan - follow-up answers

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Dear Mayor and Council,

On Wednesday, December 6, 2017 a Special Council Meeting was held at which the 2018 Capital and Operating Budget was presented to Council. Following the Council presentation, a number of questions and requests relating to the budget were submitted by Councillors.

The purpose of this memo is to document the questions and requests, and to provide responses.

*Questions to Staff - 2018 Budget - for Council Meeting Dec 12, 2017*

1. *What is the average number of people per housing unit for the purpose of new housing unit supply for supporting population growth?*

The city-wide persons per unit average is currently 2.2. An updated figure, based on the most recent census for new construction, will become available in late December or early January.

2. *Regarding the 300+ affordable housing non-profit and private projects (p. 311), will we track and report on the cost to the City, e.g., foregone/in-kind CACs and DCLs?*

Yes, the City will continue to track and report on the costs and on various metrics for approved projects.

3. *Our Budget allocates \$3.5M to upgrade 125-250 SRO units:*
  - Why such a range (125-250)?*
  - Are we still allocating \$5,000/room? If so, \$3.5M would mean a possible 700 units could be upgraded.*
  - How far along are we in meeting the need/demand for SRO upgrades, noting that our dollars can only be granted to non-profits, not private SRO owners."*

The \$3.5M represents the 2018 Expenditure budget and does not include the SRO grants (covered in a separate bullet point in the same section of the 2018 Budget report). The range represents an estimate of the housing units that will benefit from these grants, which will vary depending on the number and size (i.e., 1BR, 2BR, 3BR) of units associated with the particular social housing facility. The \$5,000 per room relates to the SRO grants. Disbursements of SRO grants in 2018 are estimated to be \$1.4M.

4. *What is the number of self-declarations received to date for EHT?*

Information on the number of self-declarations received to date will be published in early January.

5. *Page 303 of the Budget notes that we intend to add 1,000 new childcare spaces.*
  - How does this compare to the need/demand?*
  - How are we anticipating and planning for the possible new funding and support for childcare in BC's 2018 budget which will be presented in February?*

a) We have an estimated shortfall of 17,000 childcare spaces in the City. Page 303 of the Budget indicates that we are on track to add 1000 spaces over the period 2015-

2018, which is double the previous 3 year target of 500 spaces set by Council for 2012-2014.

b) City staff have provided briefings to the Provincial government with recommendations for implementing the Provincial childcare strategy. The City can continue to play an important role in negotiating for childcare spaces needed as a result of growth and development. City staff have suggested that the Province facilitate and fund the provision of additional spaces to address the current shortfall, with a particular focus on childcare on school sites. Staff have also indicated that the Province needs to take the lead in increasing the affordability and viability of childcare programs by increasing funding for operating costs.

6. *Page 303 of the Budget also notes that in 2018 the City will be funding meals for hungry kids in our schools. There are a number of hungry students not served by this program. Are we any closer to a solution for these students?*

VSB has been working to support students in schools without a formalized meal program. While there is no formalized meal program to all students in need, VSB assures us that school staff and volunteers make extra efforts to provide any student in need with food. VSB staff are conducting a review of all of their meal programs to identify efficiencies, to be completed in Q4 2017. City staff are meeting with VSB staff in January 2018 to review findings and determine the best use of the city's funds for the 2018-19 school year.

7. *How much of the investment in "safety and security at City facilities and parks" will go to private security contracts?*

Of the \$2.97M for Safety and Security at City facilities and Parks, \$0.3M is for security contracts.

8. *What is the historical split of tax, utilities and user fees over the last 10 years?*

a. Over the last 10 years, property tax as a percentage of total revenue has decreased by 3% from 59% in 2009 to 56% in 2018.

b. Utility fees as a percentage of total revenue has increased by 3% over the past 10 years, from 17% in 2009 to 20% in 2018.

c. Other revenues as a percentage of total revenues have remained within the 24-25% range over the past 10 years.

Property Tax and Utility fees revenue as a % of total revenue										
Revenue Type	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Property Tax	59%	58%	57%	56%	56%	56%	56%	56%	57%	56% ↓
Utility Fees	17%	18%	18%	19%	19%	19%	19%	20%	19%	20% ↑
Other Revenues	24%	24%	25%	25%	25%	25%	25%	24%	24%	24% →
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

\*Historical annual amounts have been restated for comparability

### 9. What is the plan for accessibility improvement at City facilities?

We have created Accessibility Program for all COV buildings. It was based on Accessibility Audit completed in 2014 by SPARC BC and additional Accessibility Audit in 2015 by Rick Hansen Foundation, as well as numerous workshops with Council's Persons with Disability Advisory Committee and LGBTQ2+ Council's Advisory Committee. The priority buildings are high-occupancy public buildings and focus has been on Emergency Preparedness, Signage and Wayfinding, main Entrances, Ramps, Accessible seating in Theatres, and Washrooms.

Some of the projects completed to date include Orpheum Accessibility Improvement, City Hall Accessibility Improvement project, Vancouver Aquatic Centre, Vancouver Art Gallery - North Plaza, and the Garden Auditorium at PNE. Accessibility projects have been funded through numerous programs including major capital projects, renovation projects, capital maintenance program, and accessibility improvement program.

In 2018, the \$100,000 Capital Budget request will fund a consultant report defining Accessibility Implementation Program including a list of specific projects for the next 2019-2022 Capital Plan. In 2018 we will also continue to deliver on ongoing signage projects on COV buildings.

### 10. What is the Budget for Solar Panels? Funding of Creekside?

a. List of all solar projects underway:

1. Creekside Paddling Center Sheds Solar PV, Budget: \$50,000, Funding sources: \$25,000 from Northgrowth Foundation through Clean Energy Canada Partnership
2. Central Library Solar PV, Budget: \$90,000, Funding sources: \$45,000 from Northgrowth Foundation through Clean Energy Canada Partnership
3. Fire Hall #17 Solar PV, Budget: \$750,000, Funding sources: \$300,000 from FCM Green Municipal Fund

b. Creekside was completed in 2017, central library is under construction and is expected to complete at the end of 2017 or early 2018, and Fire Hall #17 is expected to be completed in 2019. A number of Solar Panels were installed on buildings over previous years including VanDusen Visitor Center, Creekside Visitor Center, Templeton Pool, and Taylor Manor.

c. COV has applied for \$5M in funding from the Federal Clean Energy Infrastructure program to pay for solar and other net zero energy aspects of the Fire Hall #17 project.

**11. What is the cost to pave a block of a road?**

A typical 6 lane arterial road is approximately \$200,000 per block, and a typical 2 lane local road is approximately \$25,000 to \$30,000 per block.

The current budget allows for approximately 2-4.5% of MRN network, 1-1.5% of City network and 1-1.5% of local street network to be repaved each year and typically we expect to get 20-30 years of useful life. From a capital perspective, it can be significantly more expensive to repair a section of roadway if the base and subbase are allowed to deteriorate, as an example. From an operating perspective, ongoing maintenance costs (pot holes, drainage related repairs, effect of utility cuts) will be higher when repaving is deferred. In addition to the projects prioritized within the overall road network asset management strategy, a number of paving locations each year are a result of sewer or water construction to take advantage of coordination opportunities.

**12. A part of expanding sources of revenues within our Budget, is staff still pursuing a mechanism for a Vancouver Carbon Trust?**

The Green Building Retrofit Strategy will be brought to Council in the second quarter of 2018, and will include discussion of options to achieve Vancouver's greenhouse gas reduction goals, including analysis of opportunities for private and public sector investment in carbon reduction initiatives in Vancouver.

**13. What is the call volume increase related to opioid?**

Please refer to the attached memo from Police Chief Adam Palmer.

**14. Request on Parks Safety and Cleanliness information**

Please refer to the attached response from the General Manager, Vancouver Board of Parks and Recreation.

**15. Request on a) Vancouver Housing Strategy and b) Chinatown 12 initiatives**

**A) Resources to Support Density Initiatives \$1.1M:**

Resources to support the formation of a new 'low density tactical response team', would enable PDS, and other supporting departments, to progress actions focused on increasing housing options in low density neighbourhoods. This team would also need funding for consulting, consultation and related expenses. The tactical team would strategically select under-developed and unique sites in low density areas and deliver zoning changes to enable more diversity and affordability in these neighbourhoods.

Resources to create a new Renter Protection Manager position would enable staff to better administer, enforce, and monitor the Tenant Relocation and Protection Policies. The objective is to increase support for tenants and applicants, improve internal coordination, and strengthen the City's ability to enforce tenant relocation plans through better utilization of housing agreements. The Renter Protection Manager would also explore opportunities to assist renters further upstream in the process, rather than focusing on redevelopment processes.

#### **B) Resource Request to Action Historical Discrimination Against Chinese People in Vancouver - 12 Priority Actions \$250,000:**

This work seeks to action Council's decision on the Historical Discrimination Against Chinese People in Vancouver on the Apology and 12 Priority Actions recommended by Council's Advisory Group. The 12 Priority Actions include:

1. making a public acknowledgement and formal Apology;
2. strengthening relations with the community through education, dialogues, and stronger social and cultural programming;
3. conserving, commemorating and enhancing the living heritage (from the historical past to present day) and cultural assets of the community as part of this larger cultural and social heritage conservation priority, and given the unique and central role of Chinatown in the history of the city and the Chinese community Council also adopted the Advisory Groups' recommendation that the City apply for a UNESCO World Heritage Site designation for Vancouver Chinatown.

These plans reaffirm Vancouver as a City of reconciliation in which diverse communities can share and learn from the past, collectively address current challenges and plan for a better future for all. This work seeks to achieve improved accessibility of City processes to be inclusive of all community voices; policy and program initiatives that are responsive to and supportive of intangible culture; actions that are better connected to community priorities and values; and, a holistic approach across departments to address community needs.

In order to work with the Community on the Apology, reconciliation and living heritage initiatives, Community Services would require an estimated total of \$500,000 over 2 years. An allocation of \$250,000 for 2018 would allow for staffing and programs (\$100,000 on staff and \$150,000 on programs) with the same allocation in year 2 to be included as part of the 2019 annual budget process.

#### **C) Chinatown Revitalization and UNESCO Bid \$300,000:**

The work relates to ongoing Chinatown economic revitalization and development plan implementation. Increasingly, community planning processes must address more than just zoning and development. This resource request is to pilot a new, community capacity-building approach into the Chinatown revitalization process with a planning

resource focused on community-capacity building. The objectives of this resource include improving inclusivity of all community voices; more responsive policies and programs supporting intangible culture; and implementing projects and actions connected to community priorities and values. The planner (community-capacity builder) will further outreach to support legacy businesses; support business retention and recruitment; improve translation services; and, conduct special seniors outreach.

An additional planning resource is requested to support reconciliation initiatives (further described above), specifically to undertake work needed to support an UNESCO World Heritage Site 'conservation management assessment plan'. This heritage planner work also supports the Chinatown revitalization planning already underway. For the Chinatown Revitalization implementation actions and the UNESCO Bid preparation, \$300,000 would allow work to begin in early 2018.

Should you have any questions regarding this information, please feel free to contact me at (604) 873-7610.

Best Regards,

A handwritten signature in black ink, appearing to read "Patrice Impey", enclosed in a thin black rectangular border.

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