

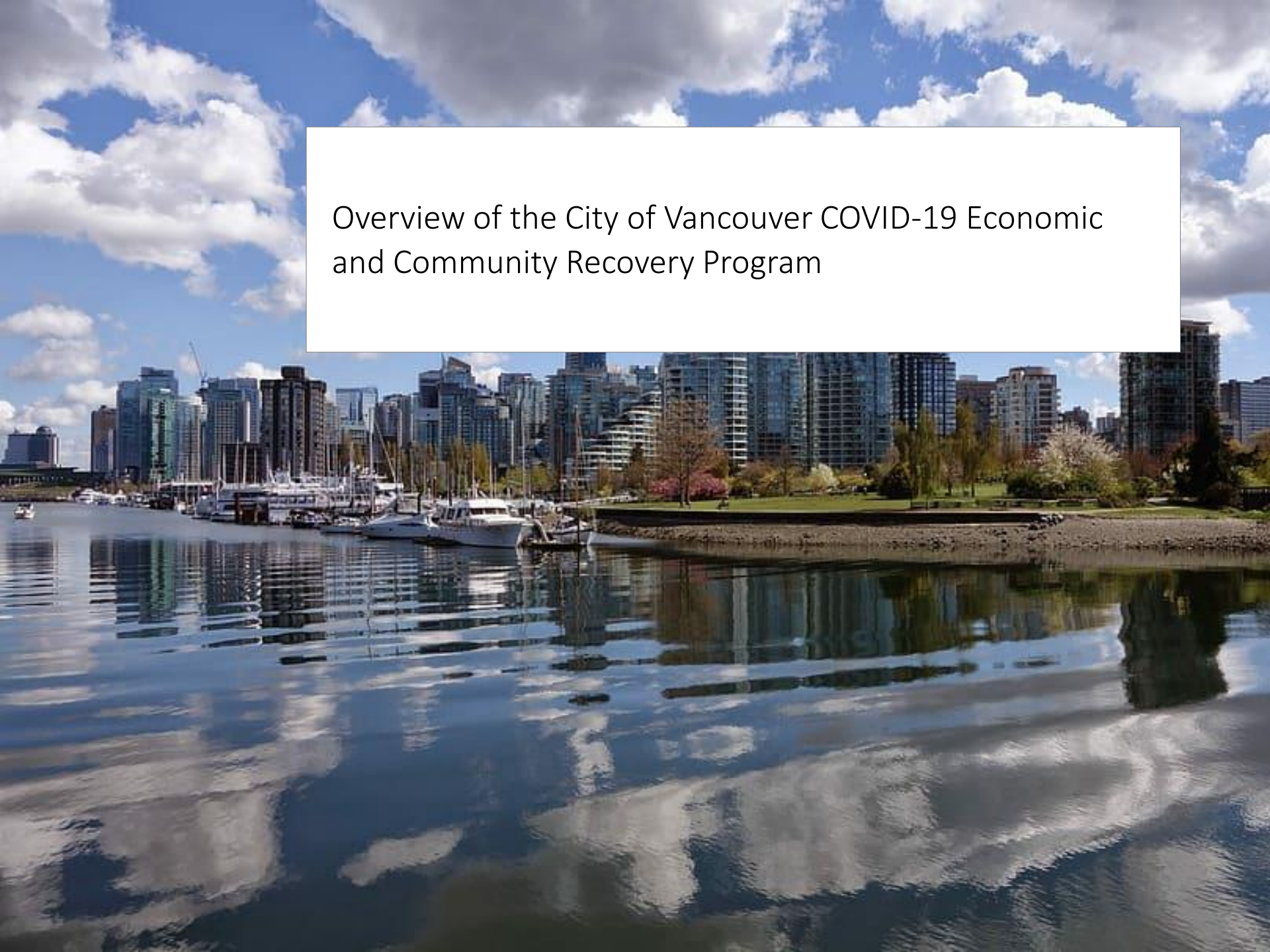


City of Vancouver COVID-19 Recovery Program Overview

Presented to Vancouver City Council
COVID-19 Recovery Committee (CCRC)

May 22, 2020



A scenic view of the Vancouver skyline reflected in the water, with a white text box overlaid in the upper center. The background shows a clear blue sky with scattered white clouds. The water in the foreground is calm, reflecting the sky and the buildings. In the middle ground, there are several white boats docked at a pier. The background is dominated by a dense cluster of modern high-rise buildings, including glass-fronted skyscrapers and residential towers. The overall scene is bright and clear, suggesting a sunny day.

Overview of the City of Vancouver COVID-19 Economic and Community Recovery Program

re·cov·er·y /rē'kʌv(ə)rē/

*the new
normal*

"A return to a normal state of health, mind, or strength."



A. Recovery

Economic and
community
recovery



B. Restart

Reinitiating the
City's operations



C. Rebuild

City service
efficiencies and
effectiveness



CITY OF VANCOUVER COVID-19 RECOVERY PROGRAM



A.
Recovery

Economic and
community
recovery



B.
Restart

Reinitiating the
City's operations



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City service
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CITY OF VANCOUVER COVID-19 RECOVERY PROGRAM



Restart

Overview of restart approach and framework coming to Council next week



Response

Staff will bring an overview of the City's COVID-19 response/mitigation to date to City Council on near horizon



A. Recovery

Economic and
community
recovery



B. Restart


Reinitiating the
City's operations



C. Rebuild

City service
efficiencies and
effectiveness

CITY OF VANCOUVER COVID-19 RECOVERY PROGRAM



Objective: The City of Vancouver COVID-19
Economic and Community Recovery
Program Plan

- *Develop a program comprised of a number of focused work components to support and accelerate our local economic and community recovery following the COVID-19 crisis.*

Economic and Community Recovery Program, seven workstreams



A.

**Business
Recovery**

Karen Levitt,
Deputy City
Manager

B.

**Community
Recovery /The
Vancouver Plan**

**Gil Kelley, GM, PDS •
Susan Haid, Deputy
Director, PDS**

C.

**Non-Profit & Social
Enterprise Recovery
Support**

**Sandra Singh, GM,
ACCS • Branislav
Henselmann,
Director, Cultural
Services**

D.

**Disproportionately
Impacted
Populations
Recovery Support**

**Sandra Singh, GM,
ACCS • Mary Clare
Zak, Director, Social
Policy and Projects**

E.

**Development &
Permit Process
Improvements**

**Gil Kelley, GM, PDS
& Jessie Adcock,
GM, DBL**

F.

**Senior
Government
Advocacy**

**Tobin Postma,
Director,
Intergovernmental
Relations**

G.

**Stimulus- Funded
Capital
Projects**

**Patrice Impey, GM,
FRS • Grace Cheng,
Director, LT
Financial Strategy**

*Some overlap
among all
workstreams,
will be
coordinated
and aligned*

Recommended actions throughout 2020

May 2020

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
					1	2
3	4	5	6			
10	11	12	13			
17	18	19	20			
24	25	26	27			
31						

2020 DECEMBER

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
		1	2	3	4	5
		8	9	10	11	12
6	7					
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

January 2021

Sun	Mon	Tue	Wed	Thu	Fri	Sat
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

- Local economy performance overview
- Summary of all economic and community recovery actions undertaken by the City and the Vancouver Economic Commission
- Way forward

Vancouver City Council

Executive Steering Committee

Subset of the City Leadership Team plus CEO, Vancouver Economic Commission

Economic and Community Recovery Program Lead

Karen Levitt, Deputy City Manager • Alex Popovic, BPPS – Project Manager

A.
Business
Recovery

Karen Levitt,
Deputy City
Manager

B.
Community
Recovery
(Vancouver
Plan)

Gil Kelley,
GM, PDS

Susan Haid,
Deputy
Director, PDS

C.
Non-Profit &
Social
Enterprise
Recovery

Sandra Singh,
GM, ACCS

Branislav
Henselmann,
Director,
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Director, IGR

G.
Stimulus-
Funded Capital
Projects

Patrice Impey,
GM, FRS

Grace Cheng,
Director, LT
Financial
Strategy

Cross-cutting support from FP&A, HR, TS, CEC, RMO, REFM and others

Council COVID-19 Recovery Committee (CCRC)

External Experts & Stakeholders

Stay Strong, Stay Local.



STAY HOME IF YOU ARE SICK
OR SHOWING SYMPTOMS



STAY 2 METRES
APART



MANY CITY SERVICES
AVAILABLE ONLINE

S
WI

#RestartSmartVancouver

Communications is key to recovery

- Set the stage for and encourage economic recovery
- Mitigate concerns as restrictions are lifted
- Prepare citizens for the “new normal”

Overview of the Business Recovery workstream



- Karen Levitt, Deputy City Manager

A. City-led business recovery initiatives, emerging and underway

Examples, not yet finalised/approved

1. *Patios permitting*
2. *Room to Move initiatives, repurposing public space*
3. *Temporary liquor licensing for smaller cafes and restaurants*
4. *Support to Business Improvement Associations*
5. *Property assessment/taxation reform*
6. *Development cost levy (DCL) and Community Amenity Contribution (CAC) policies*
7. *Business Communications and Support Office*
8. *Retail-Commercial District Small Business Study quick actions*
9. *Employment Lands and Economy Review quick actions*
10. *etc.*

Initiatives will be added over time, via staff and/or the CCRC through City Council.

B. VEC-led business recovery initiatives, emerging and underway

Examples, not yet finalised/approved

1. *Targeted research/advocacy*
2. *COVID-19 economic update*
3. *etc.*

C. Expert advisory

Work to be undertaken by external consultant

1. *Global economic trends*
2. *Lessons learned from other jurisdictions, local government-driven recovery initiatives*
3. *Key local economy economic drivers/levers*
4. *Select recommended opportunities*

- External consultant
- Will coordinate with the Vancouver Plan team and the Vancouver Economic Commission for business stakeholder engagement
- Will incorporate CCRC findings and recommendations into Business Recovery workplan

Planning Vancouver Together

Community Recovery + Resiliency

Gil Kelley, GM, PDS · **Susan Haid**, Deputy Director, PDS

Reframing the Vancouver Plan: A Comprehensive Approach to Recovery & Community Resiliency

Essence of Reframe: short term (COVID/economic) recovery leading to long term community resiliency

Integrating Key Active Initiatives –

One Plan/One Platform

- Delivery of Affordable Housing
- Employment Lands and Economy Review
- Climate Emergency Response
- Complete Communities
- Broadway Plan
- One Water/Blue-Green Network
- Transport 2050
- Development
- Arts and Culture



2020 Focus: short term actions and introduction of scenario planning

2022 Deliverable: High level long-term City Strategy for a Healthy, Sustainable, Just and Resilient Community (with dedicated partner commitments)

2023-2024: Implementing policies, investments and actions

What Vancouver Plan has done to date to support recovery

Redeployed staff to EOC to support vulnerable communities, DTES, ethno cultural communities, and small businesses.

Early actions to support affordable housing delivery

Early actions to support business recovery through ELER

Early actions on climate emergency

Early actions to enhance public realm for physical distancing

Key Council Milestones & Deliverables

- June 2020 Report Reference – Reframing the Vancouver Plan
- Sept. 2020 Guiding Principles (incl. Phase I Engagement Summary) and Interim Report on Actions for Recovery
- Dec 2020 Community Recovery Action Plan
- Q2, 2021 Big Moves/Strategic Directions
- Q4, 2021 Draft Vancouver Plan
- Q2, 2022 Proposed Vancouver Plan and Implementation Framework
- 2023-2024 Detailed Implementation Strategy

Deliverables for September 2020

Principles & Program Reframed Through a Recovery Lens

- Phase 1 Engagement Summary and Outcomes
- COVID Learnings
- Plan Guiding Principles and Objectives

Interim Update - Early Actions for Community Recovery & Resiliency

- Housing Delivery
- Employment Lands & Retail Strategy
- Climate Actions (signals)
- Mobility/Transportation
- Broadway Planning
- One Water/Utilities work
- Parks and Public Spaces
- Social Well-Being
- Complete Neighbourhood Pilots
- Development

Deliverables for December 2020

Vancouver Plan – Community Recovery Actions and Directions



Recovery Actions
to-date and results



Complete set of
Proposed Community
Recovery Actions

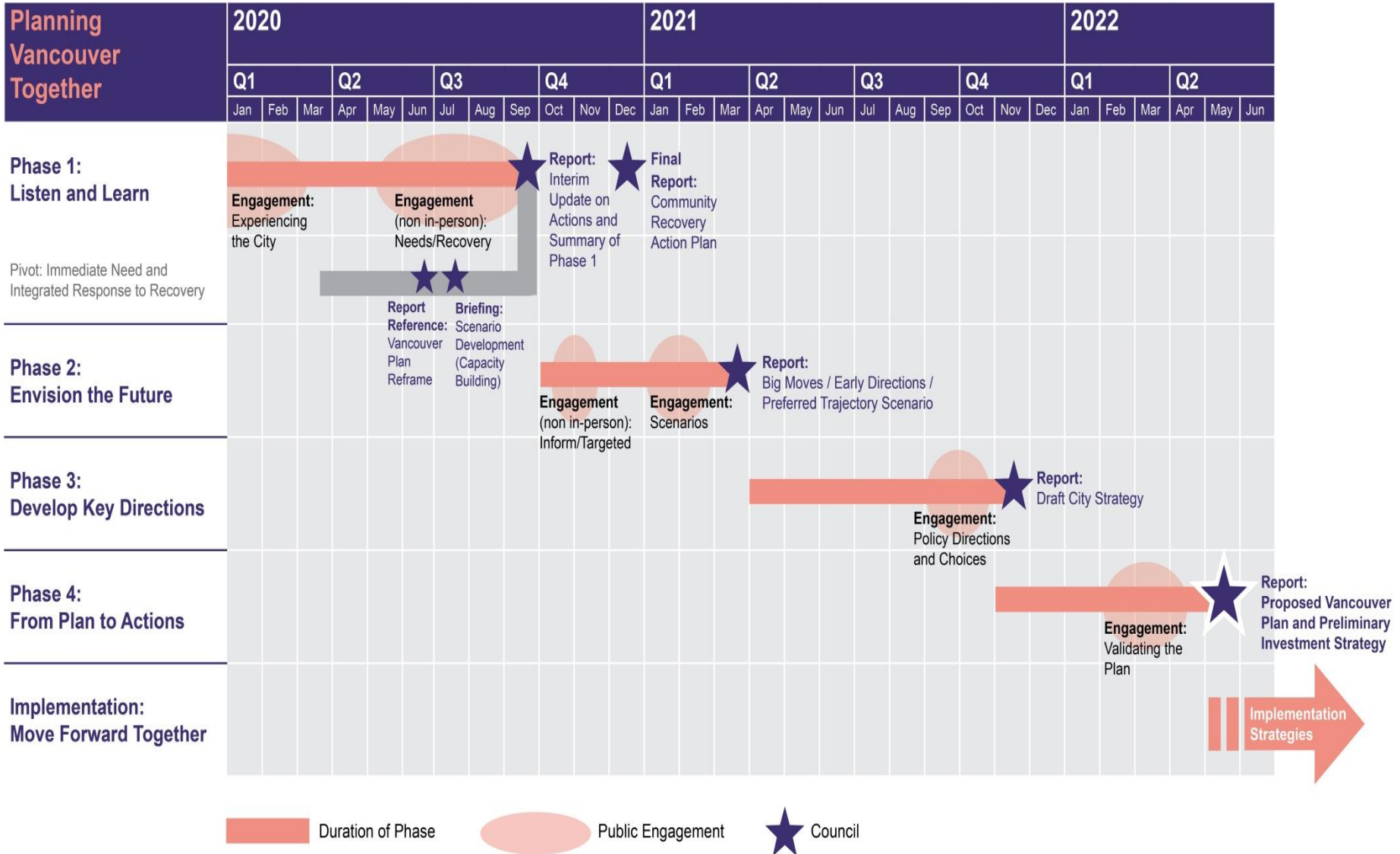


Future Scenarios
Development



Next steps: Bridging to
Community Resiliency
– longer term policy
development

Vancouver Plan Timeline



Coordinated Engagement Strategy

Streamlined effort through Van Plan website & “Shape Your City” on-line platform

- ❖ Stakeholder engagement on Employment/Economy, Climate, Housing.
- ❖ Use print, telephone, other forms of outreach in addition to digital.

Community Circles (on-line): input on needs and ideas for early recovery

- ❖ Advisory Committees of Council.
- ❖ Community associations, interest and equity-seeking groups.

Targeted Stakeholder and Thought Leader Engagement (On-line)

- ❖ Panel discussions, workshops – *What kind of a city do we need post-COVID? What recovery actions us “build back better.”*

Reconciliation

Children + Youth

Equity-Seeking

Regional Associates + Service Providers

Community Groups

Housing


Sustainability

Jobs + Economy

Transportation

Aligning Vancouver Plan with CCRC

- Coordinating engagements
- Input on potential early actions for Community Recovery and Resiliency
- Integration of Recovery streams into Vancouver Plan (2021) to develop policy for longer-term community resiliency
- Responsive to City budget pressures: savings through revised staffing, engagement and scoping

A large steel truss bridge spans across a city waterfront. In the background, several modern high-rise buildings with glass facades are visible. In the foreground, a boat with a yellow canopy is on the water, and a red and white striped umbrella is partially visible. A purple banner with bird illustrations and the text 'THE BIRDS OF FALSE CREEK' is attached to the bridge's support structure.

Overview of the Non-Profit and Social Enterprise Recovery workstream

• Sandra Singh, GM, ACCS • Branislav Henselmann, Director, Cultural Services

Vancouver's Non-Profit and Social Enterprise agencies, provide programs and services to many equity-seeking groups, as well as some of the most vulnerable Vancouverites, and continue to be disproportionately affected by COVID-19 crisis.

The mandate of the Non-Profit and Social Enterprise Recovery working stream is to explore, identify, and provide COVID-19 recovery analysis, recommendations, and implementation of short-term City of Vancouver (CoV) recovery support, in collaboration with the community and funding partners.

- Advocacy - connecting and coordinating with senior levels of government and other funding agencies to respond to NPO and SE agencies' needs and requirements.
- Community Engagement - close, ongoing contact with the NPO and SE sector, providing single point of entry into the CoV for all agencies, and supporting ongoing conversation with CoV and with each other.
- Promotion - promoting CoV, as well as other levels of government and funders' recovery programs and services to NPO and SE sector through regular communication.
- Immediate City-led Actions - inventory and implementation of immediate tactical City-led recovery actions applicable for the NPO and SE agencies.
- Recovery Investment - analysis and application of direct cash and in-kind CoV recovery support programs for current grantee NPO and SE agencies.

- Typology and analytical framework of NPO and SE agencies.
- Internal and external stakeholder and community consultation mapping, incl. consultation to analyze the state of the sector.
- Internal and external Working Group and Taskforce creation.
- Learnings from EOC and partner agencies.
- Recovery investment analysis.
- Validation of needs expressed by the community.
- Inventory of City's actions already in the pipeline that support recovery (COV and VEC).
- Integration with Recovery Streams.
- Emerging Areas.
- Final Recommendations.

Non-exhaustive Engagement Sample

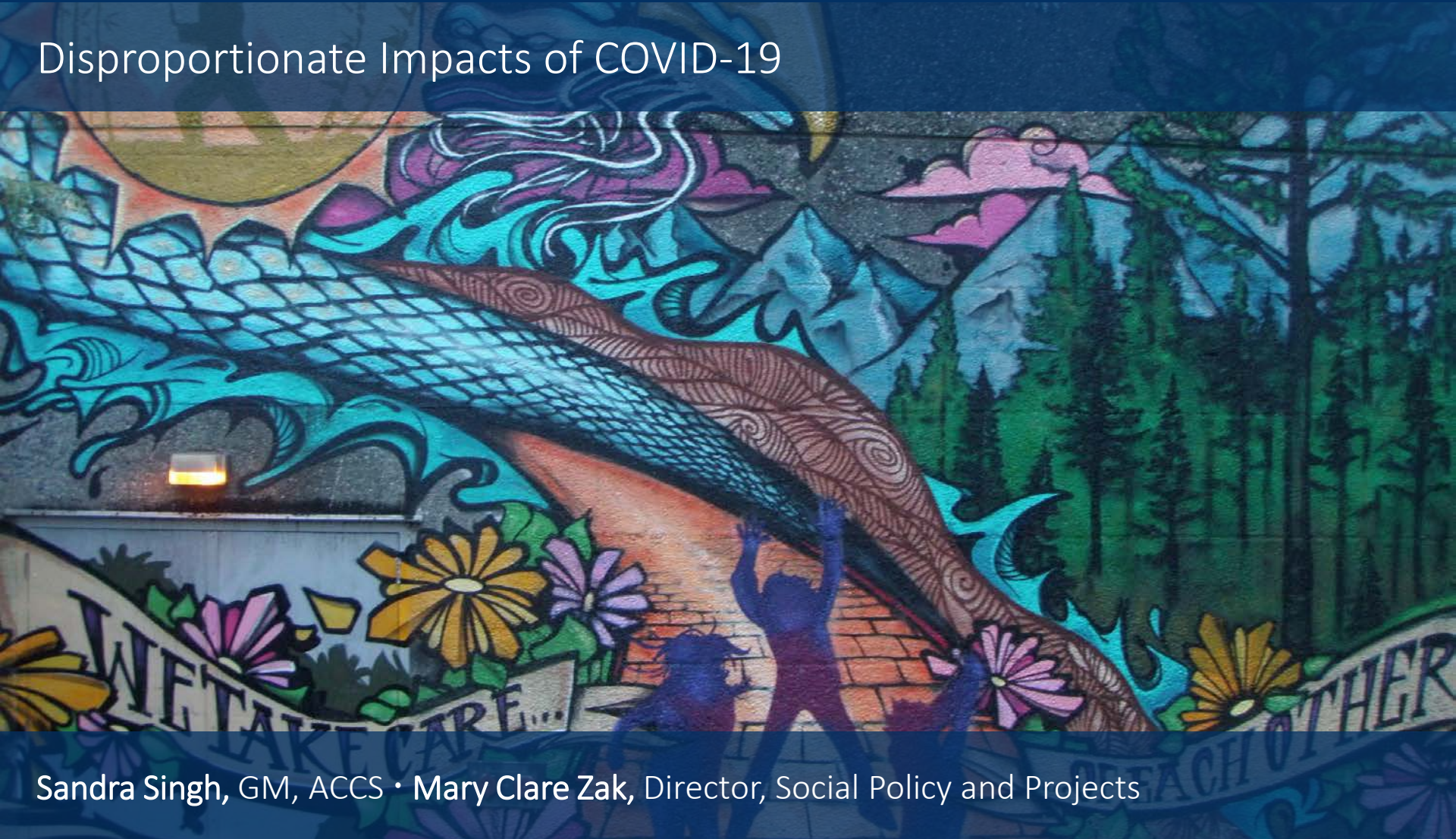
Cross-Departmental Working Group	ACCS, PDS, REFM, CMO, Parks, VEC, ENG, VPL
Task Force	NPO & SE reps, Vancouver Foundation/United Way/ VanCity reps, Creative BC, Vancouver Coastal Health, Vantage Point, ACAC, Accessibility, Women, Food, Urban Indigenous, Ethnocultural, Seniors, and other Council Committees, BC Housing, etc
Sector-wide Stakeholder and Community Consultation with...	Arts & Culture Advisory Committee (ACAC), Spaces Sub Committee, BC Alliance for Arts & Culture, BC Culture Managers Network, BC Public Art Network, BC Touring Council, Business for the Arts, Canadian Association for the Performing Arts/Association Canadienne des Organismes Artistiques, Commercial Production Association of Western Canada, Creative City Network of Canada, Eastside Culture Crawl Society, Federal and Provincial Government and associated agencies, Greater Vancouver Professional Theatre Alliance, Music Sector Task Force, Public Art Committee, Social Purpose Real Estate Collaborative, Vancouver Event Collective, Vancouver Foundation, Vantage Point, World Cities Culture Forum, Equity Framework external advisory committee, Legacy Working Group (Chinatown), CIRES NPO and SE coalition, Poverty Reduction Advisory, Exchange Inner City, Urban Core, Living in Community, Sex Workers Exiting Consortium, Feminists Deliver Working Group, Seniors Alliance of BC, Vancouver Immigration Partnership, Accessibility Task Force, Metro Vancouver Urban Indigenous Council, Healthy City Steering Committee, and others.

- NPO and SE recovery work will include customized, as well as integrated approaches, measures, and tools across various economic recovery streams the City is looking to apply directly – or advocate for – to support the operational capacity and financial viability of Non-Profit Organization (NPO) and Social Enterprise (SE) sector at large, and to enable community partners to maintain critical services during, and post COVID-19 crisis.
- To ensure a cohesive, integrated recovery approach, we are hoping to work with CCRC to:
 - Coordinate engagement; and,
 - Share findings and main themes.

- Baseline economic impact research for the charitable sector completed and published together with Van Foundation, Vantage Point.
- Social Policy and Cultural Services operating grants dispersed; included adjusted COVID-response criteria. Additional coordinated, close work with other funders and senior levels of government on COVID-19 response underway.
- Commissioned and implemented programs to aid mental health and resilience through arts and culture.
- Convened with sector leaders to understand impact on the community and inform re-opening processes.

Vancouver Populations

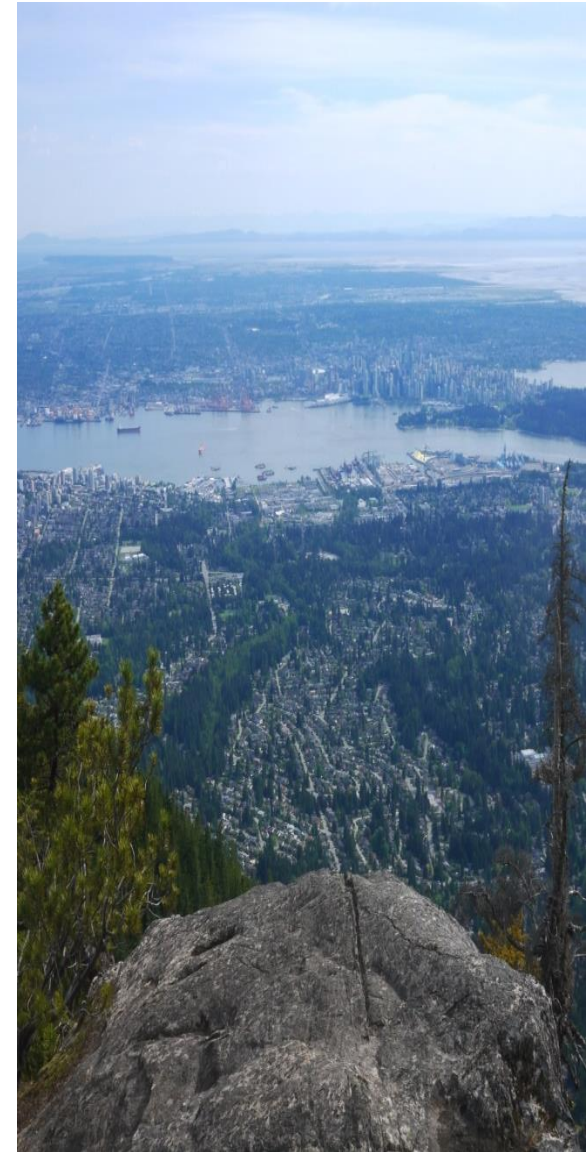
Disproportionate Impacts of COVID-19



Sandra Singh, GM, ACCS · Mary Clare Zak, Director, Social Policy and Projects

From Response to Recovery: Key Actions to Carry us Forward

- **Relationships are key:** facilitated faster response; are critical for recovery and deepen understanding on high impact options
- **Lived Experience Matters:** 100 peers/week provided critical information, connected people to services, bank accounts & supported 'on the ground' networks; provided income source
- **Need for more upstream efforts:** Provision of 3,665 people meals in Non Market Housing & SROs through local food providers; 'stood up' 2 COVID Emergency Response Centres
- **Investments = big returns:** Partnerships with Vancouver Foundation and United Way generated over 7M in investments to over 100 NPOs; every \$1 invested in mitigation saves \$6 in response and recovery
- **Existing Coordination Counts:** Urban Indigenous Leadership (MVAEC) & MMIWG federal and local networks; CIRES/Exchange InnerCity DTES Network; regional coordination: seniors, persons with disabilities
- **Gathering Data & Research will inform recovery:** on the ground knowledge; data collection on NPOs in partnership with Vantage point; perceptions and vulnerabilities experienced by different populations



1. Clarity on populations most impacted, needs and gap areas

2. Priorities Reflected in City decision-making

3. Urban Indigenous Recovery and Priorities

4. Anti Racism Response

5. Action Plan from Lessons Learned through COVID

- Data/research, community knowledge, mapping of issues (June 2020)

- Equity Framework and related tools (Fall 2020)

- MVAEC partnership and advocacy to senior government (end of 2020)

- Partnership with community (June 2020)

- Poverty Reduction /Guaranteed Opportunities with Food Security at Heart

- Safe washroom, hygiene and water access as a human right

- Seniors and Elders

- People with Disabilities

- Safety for Women, 2SLGBTQQIA and Gender Diverse Peoples

- Mental Health and Addictions

- Need to replace congregate shelter/housing settings with safe, secure and affordable housing

- Recommendations and advocacy to senior government and other partners

Tap into existing processes wherever possible

Work elements

- Research gathering: mapping of lessons learned during COVID; community feedback; data, trends
- Link in Resilient Vancouver Strategy & related community plans
- Interdepartmental steering committee (likely Equity Leadership Table)

Community engagement

- Council Committees
- MVAEC
- External Equity Leadership Group
- Poverty Reduction Advisory
- DTES CIRES Social Enterprise & NPO Network (40+ groups)
- Chinatown Legacy
- Seniors Alliance
- Feminists Deliver
- Living in Community
- Public & philanthropic partners

Action identification

- Short-term actions for the City
- Longer-term actions
- Evaluation/assessment of impact/outcomes



Share information




Coordinate engagement



Refer presenters



Seek input into actions

A scenic view of a city skyline reflected in water, with a marina in the foreground. The sky is blue with scattered white clouds. The water is calm, reflecting the buildings and the sky. In the foreground, there are several boats docked at a marina with blue roofs. The city skyline is composed of various high-rise buildings of different colors and heights.

Overview of the Development and Permit Process Improvements workstream

- Gil Kelley, GM, PDS & Jessie Adcock, GM, DBL

- A detailed update is forthcoming to council on May 27
 - Agenda:
 - 2019 recap
 - Update on 2019 volumes
 - Notable accomplishments
 - COVID response
 - Focus on development/building approvals as an essential service
 - Showcase some of the operational changes that teams implemented to maintain service delivery
 - Looking forward
 - 2020 forecast
 - 2020 priority initiatives

- Business continuity during COVID
- Supporting essential services
- Supporting Construction industry
- Maintaining the development application pipeline
- Maintaining and Strengthening engagement opportunities and public confidence

- Development process transformation driven by accelerated technology adoption
- Commitment to continue shift to digital tools
- Expedited patio permit process
- Advancing process improvements, such as Rezoning Enquiry



Overview of the Intergovernmental Relations workstream

- Tobin Postma, Director, IGR

- Influence other governments' actions to better support City priorities and objectives and to mitigate negative impacts related to COVID-19 pandemic
- Ensure the City is well-positioned to support and lead COVID-19 recovery efforts (policy, advocacy and investment)
- Continue to build strong alliances with other peer cities in Canada to enhance advocacy efforts with the Federal government

- Regular engagement with the following external groups:
 - Senior Ministry staff at Provincial and Federal levels
 - First Nations governments (MST)
 - Federation of Canadian Municipalities
 - Union of BC Municipalities
 - CMHC
 - Mayors' Council
 - Metro Vancouver
 - IGR counterparts at six largest Canadian cities
 - Strategic partners (Translink, UBC, YVR, VCH, VSB, VBOT, BC Housing etc.)

How we can align IGR work with the CCRC

- Coordinate and align engagement efforts with other stakeholders, including government and businesses, to ensure better advocacy outcomes
- Ensure that priorities are aligned, particularly around economic stimulus

- \$2.5 million in funding received to support work related to vulnerable populations during the COVID-19 pandemic
 - \$1.6 million from Federal government's Reaching Home program
 - \$880,000 from a partnership between FCM and the Canadian Medical Association Foundation
- Formation of a working group at CAO level between six largest Canadian cities
- Provided strategic input to key FCM advocacy/position papers on financial aid and housing



Overview of the Stimulus Funded Capital Projects workstream

- Patrice Impey, GM, FRS · Grace Cheng, Director, LT Financial Strategy

- Coordinate through Big Cities, FCM & VEC to explore opportunities to influence/shape stimulus programs (e.g. green-building retrofits)
- Develop a pipeline of candidate projects to leverage stimulus funding to advance Council/Board priorities within constrained Capital Plan funding
- Prepare project information ready for submission:
 - project description, readiness & delivery timeline
 - cost estimates & funding sources
 - alignment with senior gov't priorities
 - quantifiable outcome metrics (e.g. GHG reduction) & job creation
- Develop process and criteria for drawing from the project pipeline as stimulus funding opportunities arise

- Infrastructure Stimulus Funding (2009-2011): City received ~\$65M
- Anticipating several ISF streams this year
- Partnering with FCM & UBCM to advocate for **allocation** (not application) approach
- Recently announced: COVID Response Stream (Canada-wide up to \$3.3B)
 - 10% carve-out from unallocated “Investing in Canada” Infrastructure Program
 - Max. project value: \$10M
 - Deadline for project completion: Dec 2021
- Liaising with the province on program specifics; initial focus is job creation

Stimulus-funded Capital Projects - Part of Capital Plan Recalibration Underway - Conceptual Framework & Considerations

Current project statuses

Updated funding envelope

Changing context & considerations

COVID-19 constraints & opportunities



COVID-19 recovery /
Capital Plan Recalibration



2020 Budget Adjustment

Capital Plan Recalibration (Q2-Q3)

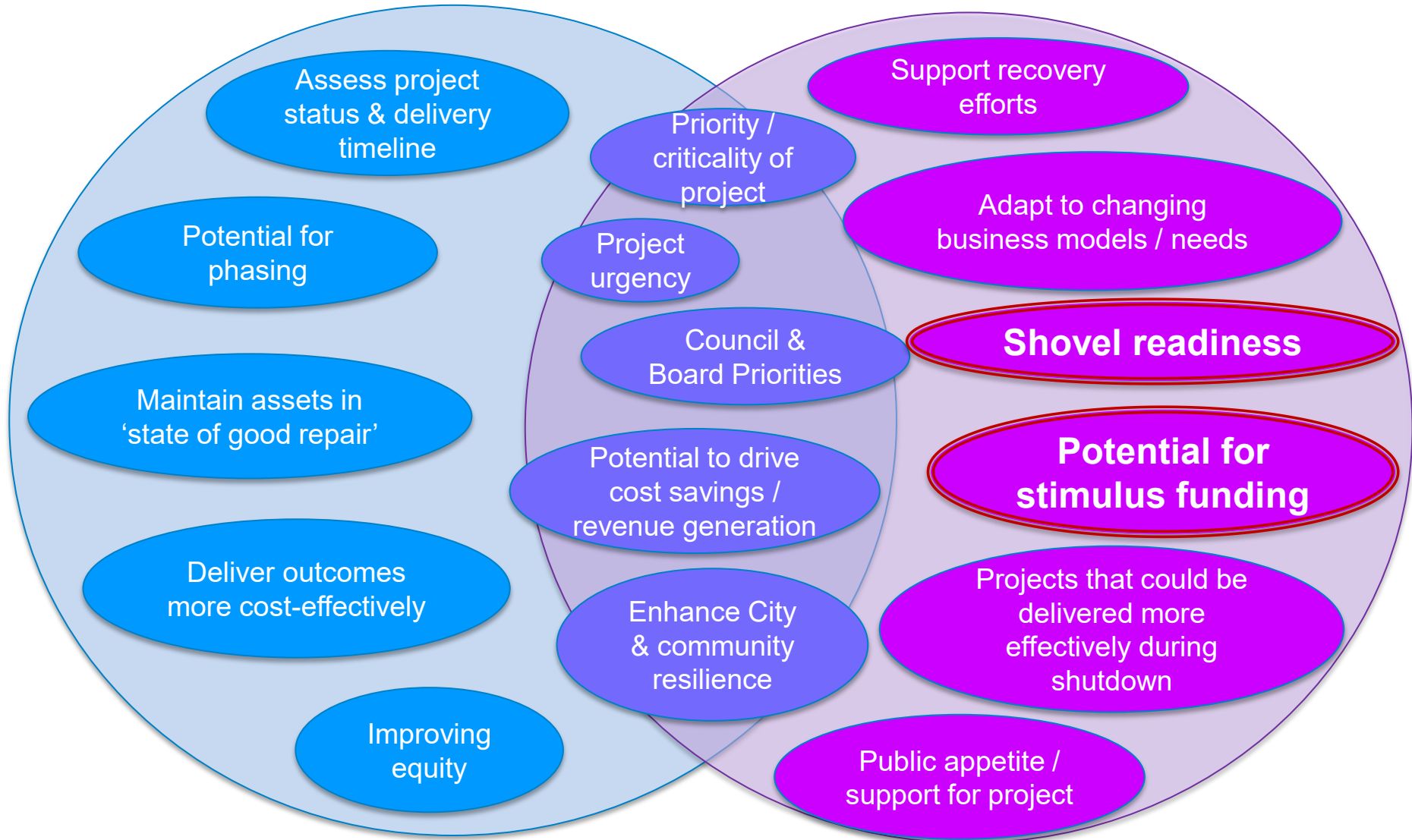
Fed/Prov stimulus submissions (Q2-Q3)

2021 Budget

Stimulus-funded Capital Projects - Part of Capital Plan Recalibration Underway - Conceptual Framework & Considerations (Cont'd)

Business as Usual

COVID-19 Recovery



- Coordinate through Senior Government Policy, Legislative and Funding Oversight Committee (CMO, CFO, Director of Long-term Financial Strategy)
- Align ideas & recommendations with Capital Plan recalibration work
- Consult staff before approaching senior governments

Questions?



End