

## MEMORANDUM

December 2, 2020

TO: Mayor and Council

CC: Sadhu Johnston, City Manager  
Paul Mochrie, Deputy City Manager  
Karen Levitt, Deputy City Manager  
Lynda Graves, Administration Services Manager, City Manager's Office  
Gail Pickard, Acting Civic Engagement and Communications Director  
Rosemary Hagiwara, Acting City Clerk  
Anita Zaenker, Chief of Staff, Mayor's Office  
Neil Monckton, Chief of Staff, Mayor's Office  
Alvin Singh, Communications Director, Mayor's Office  
City Leadership Team

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

SUBJECT: Draft 2021 Budget – Responses to Councillors' questions (MEMO # 7)

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Dear Mayor and Council,

The purpose of this memo is to provide responses to the additional questions posed by Councillors regarding Draft 2021 Budget and scenarios and options presented by the staff.

Additional responses to Councillors' questions will be shared as they become available.

If you have any questions, please feel free to contact me at [patrice.impey@vancouver.ca](mailto:patrice.impey@vancouver.ca) / 604.873.7610.

Best Regards,



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## Memo #7 Responses to councillor questions:

### 1. Finance:

- a. **We recently received \$16M in COVID-related funding from the province, but expected we would get more based on per capita funding. What amount did we budget for? If we do get more, what we would apply the funding to?**

The Draft 2021 Budget does not include the \$16M in funding to offset revenue losses, which we expect to receive later this year or early in 2021. If the funding had been allocated on a per capita basis without adjustment, the city would have anticipated \$40-\$50M based on our population. The revenue losses experienced by the City are far greater than the \$16M provided by the province, and this has increased the need to draw on the City's revenue stabilization reserves; if additional funding were available under this program, it would be used to reduce draws from reserve. The province has also announced funding streams under the Safe Restart BC program, including \$100M to support local governments in addressing the needs of vulnerable populations, the challenges posed in local communities by homelessness and community concerns with street disorder and safety, as well as \$15M to continue the work identified through the Development Approvals Process Review (DAPR) and support innovative local government efforts to improve the efficiency of development approval processes City Staff will be identifying candidate projects to submit to the province.

- b. **Overall we reduced budgets by 1% in 2020 (except for VPD) due to COVID-related revenue shortfalls and in this budget we are reducing department budgets by 1 to 2%. These reductions are mostly achieved by holding on filling staff vacancies. Are we partially or equivalently reducing the expected work output? Are there instances/departments in which the work load has actually increased due to COVID? What is our plan to handle the impacts of over-time hours and stress on staff?**

Answer in progress will be included in the next memo.

### 2. Fire:

- a. **Have fires and, particularly, major fires such as the fire that took a life last night (Nov 30 in East Van) increased? Would more fire fighters help mitigate major fire losses?**

Answer in progress will be included in the next memo.

- b. **By how much have medical calls increased to VFRS with the re-instated assignment of "red" and some "orange" calls?**

In April we saw "red" calls drop by 90% (Mar: 1747 to Apr: 182) and "orange" calls drop by 92% (Mar: 307 to 24) compared to March. Since the re-instatement of calls in mid-September "red" calls are back to levels seen in Q1 this year (Oct: 1921 and Nov: 1716). The "orange" calls have still not come back.

- c. **What would be the funding needed to implement the DarkHorse plans originally approved by Council for 2021?**

\$3.3 million would be required to fund 2021 Growth Plan which includes 30 FTE.

- d. **What is the funding needed to keep Medic 11 in the DTES and staff a Ladder 5 in the SE part of the city (Champlain Heights?)**

VFRS would require \$1.3M for Medic 11 and \$2.6M for Ladder 5 (25FF).

- e. **What are the public safety risks related to not funding Medic 11 in Firehall #2?**

A key outcome in 2020 includes the staffing of a new medic unit to provide vital services to vulnerable citizens in the downtown eastside. VFRS delayed hiring of some of the 30 FF positions and delayed staffing Medic 11 until July 31st. Taking Medic 11 out of service will impact our ability to provide vital services to vulnerable citizens in the downtown eastside and Strathcona Park.

Since coming into operation on July 31st, Medic 11 has responded to 455 incidents (Medical/MVI:350 and Fire: 105), of which it was the first on scene 347 (76%) of the time. Please note, August and September numbers are lower than October and November since the "red" calls only came back in mid-September.

Due to the busyness of this response district, this will reduce the reliability of other fire apparatus being available to respond to fire, rescue or medical incidents. Either a ladder or engine (our primary fire response vehicles) will be unavailable for major incidents in their districts. This can result in increased loss to citizen's property or life, unsafe working conditions for our staff due to shortage of on scene staff in recommended time frames and increased exposure to smoke and fire. This limits how quickly our staff can perform the critical tasks that are required to control and extinguish a fire.

- f. **What are the public safety risks related to not funding the ladder truck in the SE part of the city?**

There has been significant growth in this area of the City, and it continues to grow. As noted in the Darkhorse review, the ladder and 25 FF would improve response performance, address risk exposure in under-served and growing parts of the city, and reduce burnout.

- g. **What are the public safety risks related to new high density tower developments in Vancouver and how can they be mitigated?**

This brings challenges to fire protection considering the high building density, high occupant load and high fire load. It takes longer to get on scene with patients in a high rise as opposed to a single family home. Although these new developments have sprinkler and fire detectors these devices do not prevent fires or put them out. Firefighters still have to respond and ensure extinguishment of the fire, check for

extension, and remove occupants from dangerous smoke filled environments. Sprinkler systems fail to operate in one of every 14 fires. (Firereporting.org). Risk mitigation strategies would include more compliance checks with building managers and FLSE inspections.

**h. On what bases are decisions made about how many fire halls and how many firefighters we need in Vancouver?**

A Needs Assessment Study was performed for VFRS by Darkhorse Analytics in 2018. It was commissioned to understand the risk profile and resource requirements of VFRS both today and into the future, and inform the Strategic Plan that will be developed by VFRS in 2018. The study compared VFRS to its peers and used data analytics (ie. Hot spot analysis, ERF overgoal analysis, unit business analysis, hall modelling and impact on ERF, Incidents per Firefighter, incidents per resident) to create objective measures and recommendations. A number of studies have been completed by NIST and NFPA. The NFPA (2020 edition) has recommended staffing requirements for depts. that respond to various property risk types.

**3. Engineering**

**a. Council moved to renew/upgrade our aging infrastructure (water lines/sewer pipes) at a faster pace than the 1% (or less) we were doing. What pace is renewal at now?**

As part of the 2019-2022 Capital Plan, it was recognized that investment in asset renewal for the water and sewer systems had been below industry standard for the last 10 years, resulting in deterioration outpacing renewal. Industry recommendation is 1.0-1.5% annual renewal for water and sewer liner assets depending on age profile and service life.

For the 2015-2018 Capital Plan, water pipes were renewed at an average annual rate of 0.5% and sewer pipes were renewed and separated at an average rate of 0.4%. It was noted that assets in poor condition were increasing and main breaks, failures and maintenance needs were increasing.

The following are the Water Main and Sewer Main Renewal Rates for 2019-2022 Capital Plan

	Water Main Renewal Rates	Sewer Main Renewal Rates
<i>Average 2015-2018 Capital Plan</i>	<i>0.5%</i>	<i>0.4%</i>
<b>2019 (Actual)</b>	<b>0.6%</b>	<b>0.3%</b>
<b>2020 (Forecasted)</b>	<b>0.7%</b>	<b>0.4%</b>
<b>2021 (Proposed)</b>	<b>0.9%</b>	<b>0.4%</b>
<b>2022 (Proposed)</b>	<b>0.8%</b>	<b>0.7%</b>

The approved Capital Plan 2019-2022 supports an incremental approach to ramp up to the targeted, more sustainable replacement rates over the next 10 years in order to balance asset needs with operational feasibility to deliver additional capital replacements

Water: proposed to scale up from 0.5% to 1.3% over 10 years, targeting an average of 0.7% annual renewal for 2019-2022. 2021 Budget supports 0.9% renewal of critical transmission and distribution mains.

Sewers: proposed to scale up from 0.4% to 1.3% over 10 years, targeting an average of 0.5% annual renewal for 2019-2022. 2021 Budget supports 0.4% renewal of sewers, with investments in complex renewal projects that result in higher unit rate costs.

#### 4. **ACCS:**

##### a. **What is the progress/timing on an Indigenous Healing and Wellness Centre?**

Indigenous Women's Healing & Wellness Centre – Winter 2021/2022

- Atira owns 41 East Hastings and the organization is planning the space for a healing and wellness centre for Indigenous women.
- City staff are awaiting design information, budget documentation and business plan prior to recommending up to \$700K Capital already earmarked by Council towards renovations/TIs of the space (funding approved in previous Capital Plan).
- The partnership includes Vancouver Coastal Health/Aboriginal Directorate. VCH will move some of its services into this space to help offset operating costs.
- Indigenous Healing Centre – Aboriginal Land Trust Project – Fall/Winter 2023
- ALT Developing an Indigenous Healing Centre hub in the DTES with several organizations, including Vancouver Native Health and other partner agencies such as Pacific Association of First Nations Women, at 52-92 East Hastings.
- City's Mid-Term Capital Budget request includes a grant of between \$1.5-2 million towards securing approximately 4,000 sq/ft of space for the Saa'ust Centre within the Indigenous Healing Centre. Functional programming for this space will commence pending Council approval of capital funds.
- An RFP would be conducted as part of the service agreement. Currently operated by Indian Residential School Services Society (IRSSS).
- Saa'ust was established to support women and family members, as well as survivors (e.g. including men) impacted by the Inquiry and is complementary to what will be provided at 41 East Hastings.

##### b. **Is the Kingsway sex worker drop in the proposed 5% budget?**

Funding to support an annual lease and a partial operating grant are included in the base 5% Operating Budget; this totals \$360,000 as well as, \$1.5M from the mid-term Capital Plan (2021/2022) to secure a space.

#### 5. **Vancouver Civic Theatres (VCT)** : Budget line for \$7.4m operating

- ##### a. **Looking at line item comparisons (C-176), 2020 was \$15.1m in expenses and \$13.6m in total program fee revenue; 2021 is \$11m in expenses but projects only \$5.8m in revenue. What is the \$5.2m discrepancy here?**

Answer in progress will be included in the next memo.

**b. What degree of confidence that \$5.8m in revenue is achievable in 2021 at all?**

Reasonably confident given the latest information we have. A vaccine program and renewed audience confidence to return to theatres will encourage rental groups, with the ability to program, to return to the theatres.

**c. Does expense line include the grants we just approved?**

No, Grants are included in the Grants budget and funded from Cultural grants- they are not in the VCT budget.

**6. Vancouver Public Library:**

**a. Is the proposed \$625K fine-free program a one-time forgiveness for all existing fines? Does it need to be replicated every year?**

The \$625K is an ongoing investment to replace the revenue that the Library receives annually from overdue fines. This investment would eliminate library overdue fines on an ongoing basis. It would increase the City's funding of the Library by \$625K or 1.2% on an ongoing basis. It is only in the first year that the investment contributes to the property tax increase – after the initial investment, it is then built into the baseline budget in subsequent years.

While a one-time program of fine forgiveness (such as a 'welcome back week') would eliminate the financial barrier for some, it does not address the systemic barriers that overdue fines create, and does not have the same reach that a permanent change would achieve over time.

**b. Do we know anything about the demography of the estimated 70,000 people with outstanding fines (e.g., youth, ethnic background, income)?**

The Library doesn't gather demographic information about cardholders. Fines are not accrued for children's borrowing, so these are people aged 14 and older. Income data and ethnic background of neighbourhoods where there are the most blocked cards is illustrated in the charts in this report:  
<https://www.vpl.ca/sites/vpl/public/NewInvestmentRequesFreeServices.pdf>

**c. How many Vancouver library card holders are there?**

Approximately 71,000 users from the past 3 years owe more than \$10 and are blocked from borrowing, so eliminating fines would restore their access. Of VPL's approx. 452,000 active cardholders (those who have borrowed physical or digital materials or used our technology services within the past 3 years), approx. 289,000 cardholders have

borrowed physical materials. So about 25% of those who have borrowed physical materials are currently unable to borrow.

**d. Is there a different approach regarding those who are financially able to pay their fine?**

VPL has empowered library staff to waive fines due to financial circumstances for many years. We've also offered alternative cards that limit borrowing and have no fines. These measures have not fully addressed the barrier that fines create.

Creating a two tier system of fines is not recommended. Other library systems who have implemented fine-free service have found that while a two-tier system would, in theory, provide relief for patrons with fines, the act of having to ask to have fines waived is a significant barrier for many. Patrons feel embarrassed to ask for this, and if a system is created that requires them to ask staff to have their fines to be waived, they won't do it. They will instead continue to stay away from enjoying library services.

In addition, we wouldn't feel comfortable creating a system where staff were put into a potentially awkward situation of having to assess whether or not a patron was able to afford their fines or not.

If Council approves the fine-free approach, VPL will also work with the VPL Foundation to encourage those who are able to pay to direct donations towards library services and programs.

**e. Is there pro-active work on fine forgiveness – i.e., are individuals recorded in the system as having fines waived and then called if they get a fine again to waive it?**

If someone tells staff about their financial situation, staff can offer a low barrier card with limited borrowing options, called the Access card. This allows people to borrow two items at a time and does not incur fines or fees. Disclosing this kind of information can be difficult and embarrassing, so not everyone is prepared to tell us about their situation. Instead, many choose to stay away from the library for decades after incurring their first fines. Staff offer to waive fines and provide the Access card whenever they learn about an appropriate situation, often through community librarians. We haven't been able to overcome the barrier that overdue fines create with these approaches, but they do help.

**f. If there is a “welcome back” week, how would all 70,000 individuals currently with fines be invited to it?**

The welcome back week concept would include a targeted public promotional campaign with information directed through VPL's community librarians and community partners to reach those most in need, as well as through transit, social media, and in-library promotion. Where cardholders have shared email addresses with the Library, an email invitation to come back to the Library would be sent. While a welcome back week does not eliminate the systemic barrier that library fines create, it does reach some of those who need financial relief this year. A welcome back week would encourage those with

blocked cards to contact the library to have their outstanding fines waived, but would not automatically eliminate all currently accrued fines.

**g. What are the objectives/work plans for \$125,000 for new indigenous relations position?**

This is to act as the Library's liaison to local Indigenous communities and to provide leadership and support to the implementation of a range of library priorities including continuing actions to address the Calls to Action of the Truth and Reconciliation Commission and to support the development of the Library's Indigenous Relations Strategy. The incumbent would work directly with Urban Indigenous community organizations and Musqueam, Squamish and Tsleil-Waututh Nations and additional library staff to determine service needs. The incumbent will develop or adapt services to reach Indigenous audiences and ensure programming and initiatives honour the traditions of Indigenous peoples. VPL takes a community development approach to service development, working in collaboration with community members to develop work plans, and this role would build a work plan with community, with the guidance of a manager. The Indigenous Relations lead would also work internally to increase overall organizational capacity and understanding of Indigenous relations. This role will identify needs for staff training and support, participate in research and coordination for decolonization activities, support research and policy development, and assist with monitoring and evaluation of strategies.

Staff resources are stretched to meet the diverse needs of the many communities in Vancouver. While we have been successful in increasing programming that supports Indigenous community members and shares Indigenous culture, there is more to do. VPL's 2020-2023 Strategic Plan, includes two goals that are specific to this work, "Reflect and celebrate Indigenous cultures and history" and "Enhance understanding of Indigenous ways of knowing, being and doing." VPL will continue to consult the Indigenous Relations manager at the City for formal collaboration around branch redevelopments or Board policy development.

**7. General**

**a. Further to the Motion passed last week purposefully ahead of the Budget discussions, Sustaining Vancouver's Chinatown, can staff advise please how will be addressed as recent direction from Council in the Budget presentation tomorrow?**

**(Council motion - C. THAT Council prioritize health, cleanliness and safety in Chinatown by bringing forward options as part of the 2021 budget process to increase street, alley and sidewalk cleaning and sanitation by City of Vancouver Streets & Engineering, as well as options through the 2021 budget process to expand and enhance the Community Stewards Program from the current single team that is funded.)**

A memo has been provided to Council (appendix 4) that details the additional options for increasing the level of funding for streets cleaning that can address some of the urban

issues that is happening in China town and the nearby area. During the budget presentation, there will be further elaboration on what is included in the amount for Council's consideration and what portion await for further Council direction.

**Community Stewardship Program**

- This program is funded for the 2021 calendar through DTES capital and other sources.
- An additional team is being added, beginning December (this month), for a five month period (until May)
- Funding source is the existing Chinatown Transformation Team budget. Total additional cost for this period is \$50k.
- Staff will evaluate impacts of additional team in February/March to determine next steps
- If the added team is needed beyond May, staff will seek funding through existing sources and reprioritization

- b. As you go into budget deliberations this week, I wanted to ask about the status of funds from the West End Parking Strategy for the continuation of Participatory Budgeting initiatives in the West End. City staff have not tabled a report on the pilot, and the WE Choo\$e Impact Team that led this pilot is concerned that the parking revenue is going to be pulled in a different direction.**

In the 2021 Budget, the incremental West End Parking Revenue will continue to be set aside in reserve. In 2021, there will be a report back to Council on the participatory budgeting pilot evaluation, to provide options for future participatory budgeting processes and allocation of revenues for Council to consider.

Detail on Participatory Budgeting are included on page B-67 of Building the Budget material accessible here: <https://vancouver.ca/files/cov/2021-budget-building-the-budget.PDF>.

- c. What is the total amount of Capital Funding? A couple of items are not aligned. For example, Developer Contributions of \$115.5 million. What is included? What is included in Special Purpose Reserves? Or is this a subtotal? Page 4 of the 2021 Capital and Operating Budget report.**

Funding sources as follows:

- Operating revenue that funds capital projects \$98.6 million
- Debenture borrowing \$118.6 million
- Special purpose reserves totalling \$22.2 million:
- Plant and Equipment Reserve \$14.1 million
- Meter Reserve \$3.1 million
- Public Art Reserve (from development contribution reserves) \$1.5 million
- Hastings Park Reserve \$1.3 million
- Solid Waste Capital Reserve \$1.0 million
- LED Reserve \$0.5 million
- University Endowment Lands Reserve \$0.5 million
- Public Art Maintenance Reserve \$0.3 million
- Developer contributions totalling \$111.5 million:
- Development Cost Levies \$77.0 million
- Community Amenity Contributions (Cash) \$34.4 million
- Connection & Service Conditions: Rezoning \$0.05 million
- User fees and levies \$3.1 million
- Other/External \$26.9 million
- Capital Financing Fund \$11.5 million

The recommendation has been edited and reformatted to show the total amount of Capital Funding in the top line, then broken down by the details. The indented lines show further details of special purpose reserves and development contributions.

Funding sources as follows:

**Total 2021 new funding requests: \$392.4 million**

- Operating revenue that funds capital projects \$98.6 million
- Debenture borrowing \$118.6 million
- Special purpose reserves \$22.2 million
  - Plant and Equipment Reserve: \$14.1 million
  - Meter Reserve: \$3.1 million
  - Public Art Reserve (from development contribution reserves): \$1.5 million
  - Hastings Park Reserve: \$1.3 million
  - Solid Waste Capital Reserve: \$1.0 million
  - LED Reserve: \$0.5 million
  - University Endowment Lands Reserve: \$0.5 million
  - Public Art Maintenance Reserve: \$0.3 million
- Developer contributions \$111.5 million
  - Development Cost Levies: \$77.0 million
  - Community Amenity Contributions (Cash): \$34.4 million
  - Connection & Service Conditions: Rezoning: \$0.05 million
- User fees and levies \$3.1 million
- Other/External \$26.9 million
- Capital Financing Fund \$11.5 million

- d. Re. capital budget, for affordable housing, (E-24 it says we have started 1130 of the 1200-1600 that is our goal before 2023. Are we a bit short of that goal so far? OR, will be able to get up to 1200 and hopefully 1600?)**

Based on inclusionary housing projects under construction and approved, we are on track to reach the desired outcome of 1,200-1,600 units within the Capital Plan period.

- e. For the current year, it looks like there is 12.2M in public safety requests and \$2.3 as new portion of expenditures. What does this mean and what is it for? (From: 2021 Capital and Operating Budget – RTS 12825)**

In total, across the public safety service category which includes both VPD and VFRS, there are \$12.2M in new Capital Project budget requests for Council approval in the 2021 budget. Of this amount, \$2.3 million will be spent in 2021 and the remaining amount will be spent in future years.

## Appendix 1 – Questions answered in Council Memo # 1 (Nov 16, 2020)

**1. VAHEF: We need \$1M to set up VAHEF and it's not in the 5% 2021 budget? What happens if VAHEF isn't set up?**

The \$1M for VAHEF is included in the recommended allocation of EHT funding for 2021. As such there is no impact to the tax rate of supporting this request.

We can still set up the VAHEF portfolio if the \$1m ask is not approved, but without the \$1m ask, we could not secure sufficient resources and expertise to fully execute the portfolio strategy associated with VAHEF and accelerate our delivery of affordable housing or proceed with assertive redevelopment of our properties. This may impact the pace of planning future projects, identification and realization of opportunities to enhance affordability and the City's ability to secure senior government funding.

**2. There's no money in the 2021 budget to deal with the motion on homelessness? The \$30m is from this year's budget?**

This motion was just recently passed in mid-October, some time after the original budget submissions have been prepared. At this point, the \$30 million capital allocation identified in the motion has now been earmarked as per Council. It can be used for capital purchases of housing.

For the leases of 875 Terminal, the Hostel, and the 2400 Motel: staff have applied for some funding through Reaching Home and are working on recommendations to Council for the leases for 2400 Motel and the Hostel. Staff need to assess either potential service reductions at Council's direction or suggest an associated tax increase in order for this to be accounted for in the 2021 budget.

For the operating costs of the hotel, the Hostel, the 2400, and 875 Terminal: staff are working extensively on completing applications to BC Housing for the operating costs of these sites. If BC Housing cannot secure the operating costs from the Province, Council will need to consider either further service reductions or a tax increase.

If the Province does not come forward with operating funds, at this point, staff estimate that Council will be looking at either service reductions in the order of \$9.5 million or a 1.5% tax increase to support that motion.

**3. \$800K is in the 2021 5% budget for the AG's office? I thought we were starting small with 1-3 staff funding from the \$500 K already set aside?**

The \$500k available in 2020 is for one-time costs. That could include the recruitment costs, and any tenant improvements, IT equipment, etc. associated with setting up the office. There may be enough funding for the Auditor General position for a portion of the year, however, additional budget would be needed to staff the office on an ongoing basis, even for a small team of 1-3 staff. The full costs are anticipated to be minimum of \$2m which will need to be

funded through taxes in 2022. An option would be to delay the start for a few more months, which would shift the ongoing budget needs to 2022.

**4. What is the total of the 2021 non-prioritized initiatives not included in the 5% scenario?**

The total for 2021 initiatives not included in the 5% scenario is \$39.5 million, of which \$34M is tax funded. The table below shows a summary of initiatives by Council Priority, source of funding and FTE count.

Priority	Number of initiatives	Total in \$ millions	Source of funding				FTE	
			Tax	Permit fees	Utility fees	Reserve	RFT	TFT
Accelerate Action on Climate Change	4	4.0	4.0					
Address the Housing Crisis	9	1.8	0.2			1.6	12.5	2.0
Increase Focus on Equity and Critical Social Issues	20	6.0	3.5			2.5	9.0	1.2
Protect and Build a Resilient Local Economy	11	3.4	2.5	1.0			3.0	5.5
Core Business	46	24.3	24.1		0.2		143.0	3.0
<b>Grand Total</b>	<b>90</b>	<b>39.5</b>	<b>34.2</b>	<b>1.0</b>	<b>0.2</b>	<b>4.1</b>	<b>167.5</b>	<b>11.7</b>

**5. Highlight what is included in 5% on accelerating action on climate change.**

A separate memo will be sent to Council that provides details on what is included in the 5% base scenario on Accelerating Action on Climate Change.

**6. ACCS - Equity work - # of motions Council passed but work delayed. Is there anything in the 5% scenario?**

In 2020 Council approved a number of position requests that will enable advancement on several Council motions. The positions were released from the vacancy freeze in the spring as per Council direction and are now being filled. Please note ACCS does not have significant discretionary project monies. If any funds are required to complete work beyond staff effort – for example to support engagement, research, etc. – then a project budget needs to be assigned.

For the 2021 Base 5%, the following motions are included (alphabetical order):

- *Anti-Black racism*: the funding was approved in 2020
- *Building a Business Case for Ending Homelessness*: This work is almost done; staff who were working on it have been diverted to most recent motion on homelessness.
- *Building a Family Friendly Vancouver: Affordable Child Care*: This is being undertaken as part of ongoing work.
- *Cultural Spaces Rent Bank*: This work would be enabled by the Cultural Spaces Infrastructure Planner position included in the Base 5%
- *Declaring Support for an Eastside Arts District*: This work would be enabled by the Cultural Spaces Infrastructure Planner position included in the Base 5%
- *Ending Sexual Harassment and Violence in Vancouver’s Hospitality and Service Industries*: This motion can now advance that the second Planner III was hired arising from the spring position approvals. Staff expect to pick this up again in the new year.

- *Safety for Residents with Precarious Status: Delivering Access without Fear*: The Planner who will be able to pick up this work again is starting mid-November.
- *Sex Worker Drop-in*: directed out of the Mayor's Opioid Task Force, this project – initial City contribution for operating needs and capital is included in the 5%. It is anticipated that non-profit partner will contribute additional resources.
- *Taking Steps Toward a National Cost-Shared Universal Healthy School Food Program*: Once COVID is past and VSB resumes its work on this, the balance of the motion can be advanced with existing resources.
- *Water and Washrooms as a Human Right*: (suggest not including this part...Some work can happen within base budget by staff), but (Project funds are required and presented as a potential budget request in the priority list).

Other Equity motions that require additional funding to proceed:

- *A Collaborative and New Approach to Oppenheimer Park and Other Public Spaces*: Some remaining aspects of this motion can be incorporated into work once staff have completed the most recent Motion re: Strathcona. Other aspects will need additional funding. However, the Homelessness Services Planning and Outreach teams are fully subscribed now working on the recent motion in addition to day-to-day operations. Once we have completed the work on the most recent motion, we will return back to this one to see what is outstanding.
- *Aligning the Healthy City Strategy with the UN Sustainable Development Goals*: The Healthy City Strategy Planner position is currently vacant and being held vacant to support cost controls. Once the position is filled, this work can continue.
- *Combatting Anti-Semitism in Vancouver*: Directed staff refer to committee and also develop a broader anti-racism strategy, planning to build into anti-racism action plan work.
- *Decriminalizing Poverty*: This is a robust and wide-reaching motion that cannot be completed with existing resources without refocussing the majority of Social Policy staff. A modest preliminary project budget request has been put forward for 2021 and staff are still considering how to move forward.
- *Four Pillars Drug Strategy Review and Additional Resources*: Staff do not have capacity to undertake a review of Four Pillars without scaling back on the day-to-day work. A position has been included for consideration in the priority list that would enable this review.
- *Historical Discrimination Against People of South Asian Descent in Vancouver*: – this item was referred to CAC; however, to complete it and report back to Council, project funding is required. Funding was originally approved in 2020, but was then rescinded due to COVID. It is now in the priority considerations list.
- *Red Women Rising Report*: Noted above as original 2020 funding supports continuing work as part of the MMIWG Inquiry review. Work has progressed, but additional funding is required to complete this work as staff were deployed to COVID response over the summer.

Still to be confirmed is how to address the significant operational costs arising from the most recent motion regarding rapidly creating new housing and also creating new shelter spaces to support people sleeping outside and in Parks.

We believe this captures all of the equity-related motions that were passed at time of budget submission (September) and notes the homelessness motion from mid-October. There is at least one other motion that is not equity related that is not listed here.

## **7. How does pay-as-you go work?**

The City uses current revenues, user fees and other sources to fund capital investments. Pay-as-you-go is also used for some of the City's utility renewal — such as water and sewer infrastructure — that all taxpayers benefit from. This method enables residents and businesses to contribute on an ongoing basis to capital investments that are fundamental to the livability, sustainability and resilience of the city, and it ensures the City's borrowing capacity is preserved for important, large-scale capital investments that are not appropriate or are too costly to be funded on a pay-as-you-go basis.

## **8. Engagements demographics: did we weigh responses for income, do we know how many respondents are in low income bracket?**

We did not ask about income in our Budget 2021 survey as we were trying to limit the number of questions to encourage participation. However, we do have demographic information for approximately 25% of residential respondents (2,049 people) via Talk Vancouver profile data, as shown below. Data was not weighted based on income.

- Under 40,000 = 11%
- \$40,000 to under \$60,000 = 13%
- \$60,000 to under \$80,000 = 12%
- \$80,000 to under \$100,000 = 13%
- \$100,000 to under \$150,000 = 17%
- \$150,000 or higher = 18%

## **9. Public Engagement - Was there an open-ended space for people to submit their ideas such as types of user fees?**

In addition to the list of options for balancing the budget, the survey asked: "Do you have any other ideas to help balance the budget? A total of 3,878 open-ended comments were received. Some of the key themes included:

- Reducing police funding and costs (approximately 30% of open-ended comments)
- Increasing taxes (27% of comments) – e.g. for empty homes, investment properties, large businesses, corporations and developers
- Reassessing staffing needs and salaries, especially for non-essential services (11% of comments)

A smaller number of respondents suggested increasing fees, particularly for development permits, parking permits and certain recreation activities like golf.

## **10. Public works: Not included in 5% - Urban issues - Strathcona encampment? What exactly is this?**

The \$82K initiative for urban issues which is on the prioritized list (sheet 1) and not included in the 5% base scenario would restore the urban issues budget to original 2020 budget levels. The 5% base scenario assumes some savings related to vacancies and non-salary savings in this area would continue into 2021, consistent with the city-wide approach to balancing the budget. In a future memo to Council, additional detail on options for enhancing

street cleaning and urban issues response will be provided, both to address ongoing increases in demand as well as urgent demand related to COVID and encampments.

**11. Critical services and gaps - incremental covid-related costs. Commitment from province to reimburse these costs? What received already, and what we anticipate to be incoming in 2020 & 2021.**

We are not anticipating any provincial Emergency Management BC funding in 2021 for operational cost increases related to COVID-19. The Province has committed to reimbursing the COV through the EMBC for at least \$1.5M of its incremental emergency response costs in 2020, and has issued guidance to municipalities that following the initial emergency response phase in 2020, COVID-related costs going forward will not be eligible for reimbursement. Of this \$1.5M only \$530K has been received since the Province is experiencing a significant backlog in reimbursement claims. Due to the impact of this backlog it is difficult to predict how much of the remaining funds will be received in 2020 as opposed to 2021.

The Province has also committed \$2.6M of funding to the COV through BC Housing for COVID related costs incurred in supporting vulnerable populations in the Downtown East Side. \$2.4M of this already been received. We do expect to receive the remaining \$200K in 2020.

**12. In the list that's not included in the 5% scenario it says homeless motion TBD. Does this mean there is no extra money for helping the 550 or so unsheltered people who don't get hotel rooms? Could we put some more money in for them?**

As noted in question 2, there remains significant questions about the budget impacts of the approved Council motion that would see the creation of approximately 300 new spaces. If the Province does not provide operational support, Council will be looking at either service reductions in the order of \$9.5 million or a 1.5% tax increase to support the implementation of the motion.

**13. In the list that is included in the 5% scenario, is the costs of extra staff for VPD that were hired in 2020. Are there any new staff that are budgeted for 2021?**

This is funding for existing staff. There are no additional staff budgeted for VPD in 2021 in the 5% base scenario.

**14. Page 3, #13 of initiatives not included in base scenario, what is CBA?**

The reference to CBA in ACCS stand for "Community Benefits Agreement", which arises from Council approved policy. Purpose of CBAs are to enable local employment as well as procurement opportunities that benefit equity seeking groups and social enterprises, including urban Indigenous, women, et, as part of the development and potentially its ongoing operations. CBA policy currently applies to larger developments, such St. Paul's Hospital.

**15. How does merit-based exempt staff increase and 2% CUPE and exempt staff increases affect tax increase (1.3%?) plus \$8M window for Council to add budget line items?**

The cost for a 2% increase for staff (excluding-public safety unions) for 2020 would be \$10m, and this would be equivalent to a 1.2% additional tax increase. The \$8M from deferred capital

projects is one-time only, and can be used to reduce the draw on reserves or fund one-time initiatives included on the prioritized list.

**16. City Clerks – Regularize 5 positions – to do exactly what? Can it be over 2 years? (\$479,400)**

Staff currently in these positions on temporary contracts, and if the full funding is not included in the budget, it would not be possible to retain the staff currently in the position and there would be a significant impact on City Clerks service delivery.

Additional details on the 5 positions:

Protocol Coordinator I – Supports the wedding program to help fund the program. The funding could be covered for the first half of 2021 within existing budget and cost recovery, but a half year would be needed to maintain the positions. The other four positions are needed for the full year to support management of council meetings. The Office Coordinator, Planning Analyst and Manager of Civic Agencies contribute to assisting with other priorities so we can focus on council meetings. If funding is not approved, it may impact work on the South Asian apology and other civic events.

**17. City Clerks – 2nd line-item p. 4 – wedding program? Miss-labelled? Description is supporting diversity training, childminding, transportation expenses - \$15K**

Yes, the initiatives were mislabeled. The amended description is as per below:

- \$15K funding for on-going wedding program. Due to high demand during the pilot, additional days are scheduled. Well-received by public. It can be managed within 2021 Budget.
- \$92.5K funding increase request to support additional diversity training, childminding, transportation expenses as directed by Council motion. The estimated budget required to deliver the additional services.

**18. If this is actually a line item for Advisory Committees – are the UIPAC requests included in this budget – e.g., \$ for elders' honoraria plus catering from indigenous caterers?**

Honoraria for elders is not included in the budget request. A modest budget increase for food purchase (not catering) is included, but the vendor would be determined in future following the City's procurement process.

**19. Re: Independent AG – Yes, use the \$500K in 2020 budget to cover costs of recruitment and setting up AG office. If no hire until Q3 2020 – what would 2021 budget savings be?**

This question was addressed in response #3. The \$800K listed in the Excel sheet 1 – Prioritized initiatives is based on full year ongoing costs for the Auditor General and a small

office of 1-3 FTE. To the extent that hiring occurs later in the year, the tax impact could be largely deferred until 2022.

**20. VPD:**

- a. **Not increasing the VPD budget has a \$2.2M savings – is this part of the savings that reduces the tax increase from 7 to 5% or can it be re-allocated by Council?**

The \$2.2M for funding the full-year cost of the year 3 operational review new staffing is in the 5% budget. As this is providing full year funding for staff already added in 2020 (To balance the 2020 budget, Council approved only part year funding and the additional funding needs to be added in 2021), should Council reallocate the funding it would mean reducing staffing in VPD.

- b. **The 2021 Base Scenario Budget Doc notes that the \$2.2M is to pay for 25 sworn officers and 10 civilian staff already hired in 2020. What will happen to these staff if we don't approve the \$2.2M?**

If the \$2.2 m is not funded the VPD will be forced to manage additional vacancies through attrition. This equates to delaying the hiring of approximately 20 police officers. This is in addition to the 1% city-staff imposed budget reduction at approximately \$3.1m, equivalent to approximately 34 officers. This would negatively impact existing service levels including: slower response times to emergency calls, reduced service levels to citizens and businesses, limited ability to respond to non-emergency calls, greater risk of unsolved crimes and cases being lost in court, and increased rates of officer burnout. Throughout the course of the 2020 year, added public safety challenges included pipeline protests, anti-Asian hate crime incidents, increase in violent crime and weapons seizures, gang conflict, COVID-19 pandemic, encampments, and the growing increase in disorder and crime, especially in the north- half of the City (Downtown core, Granville Street, Davie Village, the West End, Strathcona, Chinatown and Yaletown).

- c. **The 3% budget scenario has a further decrease to police of \$6M –maintaining vacancies but including 22 layoffs. What is the budget impact if we do not do the 22 layoffs but maintain vacancies? Could that \$ amount be re-allocated by Council?**

This scenario is not supported or approved by the Vancouver Police Board and the Vancouver Police Department. In the 3% property tax scenario, if the VPD did not have to lay off 22 existing officers, then the impact to the VPD would be a \$3.0m reduction. This is in addition to the 1% city-staff imposed budget reduction at approximately \$3.1m, equivalent to approximately 34 officers. This would negatively impact existing service levels including: slower response times to emergency calls, reduced service levels to citizens and businesses, limited ability to respond to non-emergency calls, greater risk of unsolved crimes and cases being lost in court, and increased rates of officer burnout. Throughout the course of the 2020 year, added public safety challenges included pipeline protests, anti-Asian hate crime incidents, increase in violent crime and weapons seizures, gang conflict, COVID-19 pandemic, encampments, and growing increase in disorder and crime, especially in the north- half of the City (Downtown core, Granville Street, Davie Village, the West End, Strathcona, Chinatown and Yaletown).

## **21. Concerns/impacts re: Surrey poaching VPD staff?**

Yes – Anticipate more leaves than natural attrition as seen in previous years and will likely see an immediate rise in police officers leaving the VPD and steady leaves long-term that will need to be compensated for.

## **22. What is the planning horizon / budgeting for Indigenous Healing and Wellness Centre; Saa'ust (could it be a centre for indigenous women and girls only?); housing for indigenous women?**

There are three current projects that address this question:

- Atira owns 41 East Hastings and the organization is planning the space for a healing and wellness centre for Indigenous women only through the leadership of Indigenous women. City staff are awaiting design information, budget documentation and business plan prior to recommending up to 700k Capital already earmarked by Council towards renovations/TIs of the space (funding approved as part of previous capital plan). The partnership includes Vancouver Coastal Health/Aboriginal Directorate. VCH will move some of its services into this space to help offset operating costs. Staff anticipate coming to Council to make funding request prior to end of Q2 and roughly project the opening toward the end of 2021/early 2022.
- The plan for Saa'ust is to move into 52-92 East Hastings redevelopment/Aboriginal Land Trust. Saa'ust was established to support women and family members, as well as survivors (e.g. including men) impacted by the Inquiry so is complementary to what will be provided at 41 East Hastings. Time horizon for opening is 2022-23. CoV has agreed in principle to provide a grant of between \$1.5-2 million towards securing approximately 4,000 sq./ft. of space for the Saa'ust Centre as part of the Indigenous Healing & Wellness Centre (non-residential) within the Aboriginal Land Trust project at 52-92 E Hastings This is subject to securing Council approval for capital funding, which is scheduled for December 2020.

Women Deliver Legacy Project – will prioritize Indigenous women and families and will include holistic services and supports, including childcare and other services. The project is currently in the early engagement phase with a joint staff and community steering committee that includes Indigenous matriarchs.

## **23. Out of curiosity: how do staff plan to explain the “public priorities” revealed by engagement polling vs. establishing our budget based on Council priorities?**

The public engagement feedback provides input on relative priority, not overall importance. The use of this feedback is consistent with establishing the budget based on Council priorities, and it can be used to inform the overall allocation of funding between priorities.

# Appendix 2 – 2021 Budget Council Priorities Summary – Memo # 2 (Nov 16, 2020)

## COUNCIL PRIORITIES

The purpose of this document is to provide Council with an overall summary of the City’s existing and proposed investments included for consideration as part of the Draft 2021 budget related to the four Council priority areas, as a follow up item of the November 4 Council briefing session.

In July 2020, as part of the Budget Outlook process, Council reaffirmed the priorities they set in 2020. The four priorities have helped staff make decisions about which projects, initiatives and service improvements will best advance our work to address the key issues in our city. Looking ahead to 2021, Council also added a statement to reflect the need for the City to remain flexible and ensure we are able to adjust our work to best support community and economic recovery from the COVID-19 pandemic.

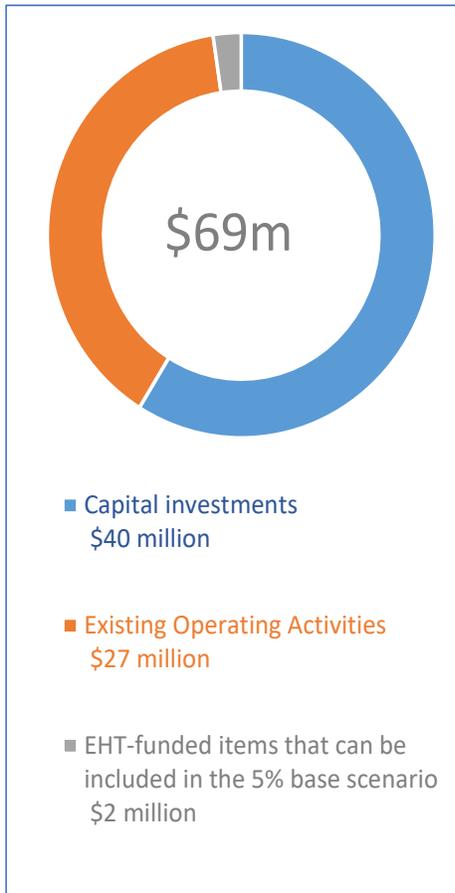
On the following pages, we have summarized by total dollar investment by priority included in the 5% base scenario in both the operating and capital draft budgets, along with some background of each priority. Initiatives from the prioritized list not included in the base 5% scenario are also listed. These investments would be prioritized for execution in future years or if revenues improve, or they can be added to the budget at Council’s direction by increasing the tax rate or adjusting service levels (for ongoing initiatives), or by using funding from deferred capital projects or other one-time funding sources such as EHT (for one-time initiatives).

**Deliver Quality Core Services that Meet Residents' Needs**

- Address Affordability and the Housing Crisis**
- Protect and Build a Resilient Local Economy**
- Increase Focus on Equity and Critical Social Issues**
- Accelerate Action on Climate Change**

**We will be flexible and quickly adjust within each priority to best support recovery from the COVID-19 pandemic**

# ADDRESS AFFORDABILITY AND THE HOUSING CRISIS



Overall, our goal is to ensure that housing in Vancouver supports residents of all incomes now and into the future. We have taken significant action in recent years to address the affordability crisis in our city, and to address issues of homelessness. This has included the implementation of the Empty Homes Tax, with all net revenue from the program allocated to affordable housing initiatives. Delivery of more housing, including social and low-income housing, is a collaborative effort across the City's operations and there are also dependencies on financial support from other levels of government. The housing affordability and homelessness crisis has become even more pronounced during the COVID-19 pandemic.

The purpose of this document is to provide a comprehensive list of existing spend/budget and investments not included in the 5% base 2021 Draft operating budget (for council consideration) to address Accelerate Affordability and the housing Crisis, as a follow up item of the November 4 Council briefing session.

City's total investment of \$69 Million on Affordability and the Housing Crisis. The total dollar investment includes specific initiatives and their associated costs that have been included for consideration as part of the Draft 2021 Budget and are directly aligned to this priority. It is important to recognize that there is ongoing, everyday work across the City's entire operations that can be

difficult to capture but that also reflects the increased focus on this priority. \$0.2 million in new operating budget investments aligned to Address Affordability and the Housing Crisis are included in table 3 and for council consideration

## BACKGROUND AND CONTEXT:

While the area of Affordability includes items such as Housing, Childcare, Transportation and costs such as user fees for city services, including parks and recreation and library services, this document focuses primarily on further details regarding Housing as requested by Council.

The City's Housing Vancouver strategy was developed to address the Housing Crisis in Vancouver, and the Departmental service plans and the 2021 budgets directly reflect the actions associated with this strategy and the ongoing work within the departments. The Housing Vancouver strategy outlines the key deliverables for housing particularly related to the delivery of housing for households with low and moderate incomes that cannot afford market housing. The City's regulatory functions protect existing affordable housing stock and enables new housing to be delivered. These approaches are targeted to serve households in the middle

income ranges. Advocacy to senior governments and partnerships across sectors are key factors in delivering housing at the lower income levels.

In 2021, investments through the Operating Budget and Capital Budget are focused on ongoing initiatives to address homelessness and housing insecurity, enhance supports to renter households and coordinate with senior government housing programs to attract as much investment from partners as possible.

The proposed 2021 Operating Budget allocates \$26.6 million to support City initiatives across three City Departments, accommodated within the 5% scenario. This Budget enables Arts, Culture and Community Services to support VAHA and VAHEF deployment of City assets for housing delivery. ACCS will also enhance supports for renters and for people experiencing homelessness, including additional shelter capacity and the launch of the Navigation Centre. PDS and DBL will continue to prioritize and expedite the approval and permitting of affordable housing projects through the City's regulatory approvals process. Housing Policy and Regulation functions, led by PDS, will focus on alignment and advancement of the City's response to the Housing Crisis through the Vancouver Plan process. This work will include the development of Quick Start actions to enable more affordable housing supply, as well as recalibration of Housing Vancouver supply targets.

Two additional items are supported through the 5% scenario. First, funding for 2 additional staff positions in PDS – Current Planning will support the Housing Priority Projects team in expediting rezoning and development permit approvals for non-profit housing projects, enabling non-profits to maximize access to significant senior government housing programs. Second, the 5% scenario includes \$200,000 for PDS – Housing Policy and Regulation Division to undertake consultant studies on several priority policy initiatives identified by Council (e.g. Seniors Housing Strategy). These initiatives may be undertaken in conjunction with, and will inform the outcomes of, the Vancouver Plan process.

The Empty Homes Tax (EHT) provides a source of funding that does not impact the property tax rate. While the majority of EHT funding is allocated to support the acquisition and delivery of non-profit housing, a modest amount of EHT funding is available to support City initiatives. For 2021, the proposed budget includes \$1.8 million in EHT funding to support additional initiatives. These initiatives include start-up funding for the Vancouver Affordable Housing Endowment Fund, critical to the management and optimization of the City's assets to deliver affordable housing. EHT funding will also support the addition of staff in the ACCS Partner Agreements team to build our capacity in monitoring and compliance of leases and Housing Agreements. Additional staffing in PDS – Current Planning will further assist the City in keeping up with the demand for approvals for non-profit housing projects that are seeking to access senior government housing funds. An additional staff position is also requested in PDS – Housing Policy and Regulation to help develop a more robust housing data system to better respond to Council requests in this area.

The proposed 2021 Housing Capital Budget includes approximately \$37.4 million in capital funding to support the delivery of non-market housing through City and partner investments. The largest proportion of the Capital Budget (\$15 million) is allocated to strategic land acquisition, with the delivery of non-market housing through developer contributions the next largest at \$11.5 million. The Budget allocates \$4 million to grants to support Co-ops on City land to maintain affordability when City leases are renewed or extended.

Capital funding for housing is also available through the EHT, and the focus of EHT capital

funding continues to be grant allocations to non-profit partners to support community-based housing projects. In 2021, the City expects to deploy approximately \$13 million in EHT funding through the Community Housing Incentive Program (CHIP). CHIP was approved by Council in October, 2019. \$8 million was allocated as part of the 2019 Capital Budget and \$17 million of Empty Homes Tax revenues to establish a \$25 million program to support development and deepen affordability of social housing projects led by non-profit and co-op societies during the 2019-2022 Capital Plan. It is anticipated that additional EHT funding will be added to the CHIP budget in 2021. EHT funding will also support the City's SRO grant program that assists non-profits to improve living conditions in SRO hotels. In addition to making important contributions to deeply affordable housing projects, funding the City's housing grant programs through EHT enables more traditional Capital Plan funding sources (e.g. DCL revenue) to be dedicated to land acquisition through the Capital Budget.

The proposed 2021 City investments to address Affordability and the Housing Crisis are significant. It is anticipated that these investments will leverage many times this investment in senior government housing financing and funding, and in projects initiated by the community-based housing sector and the private sector.

### **Operating Budget:**

Many City departments were already addressing Affordability & Housing crisis in their existing 2021 budgets.

- Please refer to Appendix D in the 2021 Draft Budget Book for a comprehensive list of Priority Plans by service and Council priorities
- 2021 Draft Operating budget – existing spend /budget aligned to Affordability & Housing Crisis (see table 1)
- Not included in 5% base 2021 Draft Operating budget - aligned to Affordability & Housing Crisis for Council consideration (see table 3) Most of these initiatives can be funded with approved EHT funding and no impact to tax. These investments would be prioritized for execution in future years or if revenues improve.

### **Capital Budget:**

- 2021 Existing Capital projects are identified in table 2

### **EHT:**

- Empty Home tax is a project specifically designed to address Affordability for its citizens. EHT funding is used for both operating and capital projects. See Table 4 for a summary of available funding.

**Table 1 – 2021 Draft Operating budget – existing spend /budget aligned to Affordability & Housing Crisis**

Department	2021 Existing \$ millions	Examples of priority plans
Arts, Culture & Community Services	8.7	<ul style="list-style-type: none"> <li>- VAHA and VAHEF initiatives</li> <li>- Additional crisis shelter capacity</li> <li>- Launch Navigation Centre</li> <li>- Renter Supports</li> <li>- Improve equity (Continue to support implementation of equity framework)</li> </ul>
Development, Buildings & Licensing (DBL)	9.6	<ul style="list-style-type: none"> <li>- Affordable housing (full end-to-end development process)</li> </ul>
Park Board	0.6	<ul style="list-style-type: none"> <li>-The Leisure Access Program (LAP) provides low-income Vancouver residents with access to basic recreation programs and services at Park Board facilities at a reduced cost.</li> </ul>
Planning, Urban Design & Sustainability	7.2	<ul style="list-style-type: none"> <li>- Housing Vancouver implementation</li> <li>- Align the work of the Housing Policy and Regulation Division with the Vancouver Plan</li> <li>- Affordable and priority housing teams</li> <li>- Support the implementation of VAHEF</li> </ul>
Real Estate & Facilities Management	0.6	<ul style="list-style-type: none"> <li>- Developer-delivered Community Facilities</li> </ul>
<b>Affordability and the Housing Crisis</b>	<b>26.6</b>	

## Table 2 – 2021 Capital budget aligned to Address Affordability and the Housing crisis

Council Priority: Address Affordability and the Housing crisis (\$ millions)				Multi-Year Capital Budgets				
Service Category 1	Service Category 2	Service Category 3	Capital Budget Project & Program Name	Previously Approved	Draft 2021	Total Open Project Budget		
Affordable housing	Implementation & research	Implementation & research	2015-2018 Planning & Research - Non-Market Housing	2.4	-	2.4		
			2019-2022 Affordable Housing Planning & Studies	0.3	0.7	1.0		
			2019-2022 Planning & Research - Affordable Housing Deployment	-	1.5	1.5		
			Affordable Housing Staff Research	1.1	0.6	1.6		
	City-owned & City-operated	City-owned & City-operated	2015-2018 Capital Maintenance - Non-Market Housing	1.4	-	1.4		
			2019-2022 Capital Maintenance - Non-Market Housing	0.8	3.3	4.1		
			2019-2022 Furniture, Fixtures and Equipment for Non-Market Housing	0.9	-	0.9		
			Renewal and Expansion of Grandview Fire Hall - Planning and Design	5.0	-	5.0		
			Replacement of City-Operated Housing Residences	6.5	-	6.5		
			City-owned & Partner-operated	City-owned & Partner-operated	Little Mountain Neighbourhood House: Housing	-	11.3	11.3
					Redevelopment of Roddan Lodge & Evelyn Sailer Center	56.9	-	56.9
			Non-market rental (social housing & other)	Non-City housing on City-owned land	2015-2018 Housing Land Acquisition	13.8	-	13.8
					2019-2022 Housing Land Acquisition	48.8	15.0	63.8
					Contribution for Social Housing Site (Nov 2017)	13.3	-	13.3
	Co-op Lease Grant Program	4.0			4.0	8.0		
	Land Acquisition - March 2016	4.0			-	4.0		
	Land Preparation Costs - Vancouver Affordable Housing Agency	1.5			-	1.5		
	Non-Market Housing Building Rehabilitation (Dec 2018)	0.2			-	0.2		
	Non-Market Housing Building Rehabilitation (Jan 2019)	0.2			-	0.2		
	Payment for Affordable Housing (Stainsbury)	4.9			-	4.9		
	Purchase of 1050 Expo Boulevard	2.7			-	2.7		
	Remediation - Land Acquisition (Mar 2016)	0.2			-	0.2		
	Remediation - Land Acquisition (May 2016)	0.3			-	0.3		
	Remediation - Land Acquisition 2 (Mar 2016)	0.0			-	0.0		
	Vancouver Affordable Housing Agency - New Rental Housing Units	16.7			-	16.7		
	Vancouver Affordable Housing Agency Prelim Funding	11.8			-	11.8		
	Non-City housing on non-City land	Non-City housing on non-City land			2019-2022 Chinatown Housing Partnership Program	0.4	-	0.4
					2019-2022 Community Housing Incentive Program	25.0	-	25.0
					Capital Contribution - 36 Blood Alley	1.6	-	1.6
					Capital Contribution - Jubilee Rooms	0.2	-	0.2
					Grant - Atira (420 Hawks)	0.4	-	0.4
			Grant - Urban Native Youth Association	1.0	-	1.0		
			Grant - Vancouver Masonic Centre	1.9	-	1.9		
			Grants - NPO Lease Renewal Program	0.5	-	0.5		
			Non Market Housing Grant Program	0.4	-	0.4		
			Purpose built rental & other	Purpose built rental & other	Grants for Rental Protection & Relocation	0.4	1.1	1.5
	SROs	SROs	2019-2022 Single Room Occupancy (SRO) Upgrade Granting Program	1.5	-	1.5		
			Single Room Occupancy (SRO) Grants - Privately owned SRO stock	2.0	-	2.0		
	Supportive housing	Supportive housing	2019-2022 Supportive Housing Grant Program	0.5	-	0.5		
			Permanent Modular Housing	1.5	-	1.5		
		Temporary Modular Housing	Temporary Modular Housing - Site Preparation Costs	4.0	-	4.0		
	<b>Subtotal</b>				<b>238.7</b>	<b>37.4</b>	<b>276.1</b>	
	Childcare	Infant, toddler & preschool (0-4 years old)	City-owned	2019-2022 Capital Maintenance - Childcare	0.3	0.0	0.3	
				2019-2022 Renovations - Childcare Facilities (0-4 Yrs)	0.2	0.2	0.4	
				Childcare at Gastown Parkades	17.0	-	17.0	
				Childcare at Marpole Library - Design	3.5	-	3.5	
				New Childcare at Marpole-Oakridge - Design	0.4	-	0.4	
Renewal of Marpole Oakridge Childcare				1.0	-	1.0		
Vancouver School Board / City Childcare Partnership Project (July 2019)				12.7	-	12.7		
Vancouver School Board / City Childcare Partnership Project (June 2017)				9.3	-	9.3		
Vancouver School Board / City Childcare Partnership Project (June 2018)				10.8	-	10.8		
Vancouver School Board / City Childcare Partnership Project (March 2019)				7.0	-	7.0		
West Fraser Lands Childcare				2.5	-	2.5		
Implementation & research				Implementation & research	2019-2022 Planning & Research - Childcare Facilities	1.0	0.6	1.6
<b>Subtotal</b>				<b>65.7</b>	<b>0.8</b>	<b>66.5</b>		
Arts & culture	Cultural facilities	City-owned	Property Acquisition - Sep 2016	0.8	-	0.8		
<b>Subtotal</b>				<b>0.8</b>	<b>-</b>	<b>0.8</b>		
Community facilities	Social facilities	City-owned	Little Mountain Neighbourhood House: Social Housing	-	2.0	2.0		
<b>Subtotal</b>				<b>-</b>	<b>2.0</b>	<b>2.0</b>		
Civic facilities & equipment	All City facilities	All City facilities	2019-2022 Planning & Research - Market Housing	0.0	-	0.0		
			2019-2022 Planning & Research - Non-Market Housing	0.2	-	0.2		
			2019-2022 Planning and Research - Childcare Facilities	0.0	-	0.0		
			2019-2022 Planning and Research - Non-Market Rental Housing	0.1	0.1	0.2		
<b>Subtotal</b>				<b>0.3</b>	<b>0.1</b>	<b>0.4</b>		
<b>Total Address Affordability and the Housing crisis</b>				<b>\$ 305.5</b>	<b>\$ 40.3</b>	<b>\$ 345.8</b>		

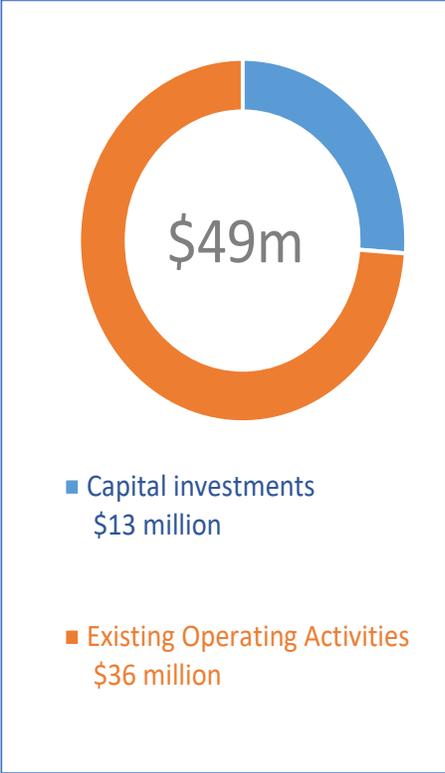
**Table 3 – Not included in 5% base 2021 Draft Operating budget - aligned to Affordability & Housing Crisis for Council consideration**

Department	Initiative Detailed Description	One-time / Ongoing	2021 impact \$ millions	Funding Source
Arts, Culture & Community Services	Vancouver Affordable Housing Endowment Fund - Resourcing and portfolio set up	One-time EHT reserve	1.0	Reserve
Arts, Culture & Community Services	<p>ACCS Partner Agreements currently does not have capacity to monitor the housing leases entered into by the City. Measureable Outcomes:</p> <ul style="list-style-type: none"> <li>• Increased compliance rate for submission of annualized reporting required by operators under their lease agreements with the City</li> <li>• Enhanced capacity of Operators, and in particular new/smaller organizations, through ongoing engagement and support from Partner Agreement staff</li> <li>• Reduction in occurrences of non-compliance with lease and other obligations</li> <li>• Reduction in City staff time expended on issues management/conflict resolution with non-market housing operators</li> </ul> <p>This role will focus on:</p> <ul style="list-style-type: none"> <li>• Develop and institute the monitoring and compliance systems for non-market housing portfolio</li> <li>• Provide supervisory function for non-market housing Monitoring and Compliance Unit</li> <li>• Oversee development of a monitoring and compliance process, liaising with IT, FRS, BPPS, VAHEF, and other groups.</li> <li>• Coordinate development of monitoring/compliance housing leases and agreement database management system</li> <li>• Oversee and coordinate metrics reporting</li> <li>• Liaise with key departments (ACCS,PDS, REFM, VAHA, Finance) on non-market housing monitoring/compliance issues</li> <li>• Provides programmatic feedback to legal services and other depts on lease/agreement issues for the improvement of agreements being instituted.</li> </ul>	One-time EHT reserve	0.1	Reserve
Arts, Culture & Community Services	<p>ACCS Partner Agreements currently does not have capacity to monitor the housing leases entered into by the City. Measureable Outcomes:</p> <ul style="list-style-type: none"> <li>• Oversee monitoring/compliance for portfolio of PDS Housing Agreements</li> <li>• Oversee monitoring/compliance for portfolio of non-market housing leases and related agreements</li> <li>• Act as points of contact for VAHEF team (redevelopment, lease planning, portfolio data requests)</li> <li>• Focus on enhancing engagement with non-market housing partners and develop internal capacity within smaller NPOs</li> <li>• Evaluation of KPIs in collaboration with stakeholder departments</li> </ul>	One-time EHT reserve	0.1	Reserve
Arts, Culture & Community Services	<p>ACCS Partner Agreements currently does not have capacity to monitor the housing leases entered into by the City. Measureable Outcomes:</p> <ul style="list-style-type: none"> <li>• Working with PA Manager, lead or support negotiations for leases and related agreements for non-market housing sites</li> <li>• Assist the Monitoring/Compliance unit with the facilitation of Organizational Reviews</li> <li>• Guide partners through the annual rent model process. Act as a subject matter expert for co-op related matters and complex contract management issues</li> <li>• Assist Manager in establishing a standardized tenant selection process, and incorporate Bid Committee reviews into lease management processes</li> <li>• Provide input into VAHEF initiatives and redevelopment planning; input into major planning programs.</li> <li>• Assist with the backlog of any non-market housing leases.</li> </ul>	One-time EHT reserve	0.1	Reserve
Planning, Urban Design & Sustainability	Workload will continue to outpace the current staff capacity. Vancouver applicants will not be position to access funds regarding housing from other levels of government.	One-time EHT reserve	0.1	Reserve
Planning, Urban Design & Sustainability	Workload will continue to outpace the current staff capacity. Vancouver applicants will not be position to access funds regarding housing from other levels of government.	One-time EHT reserve	0.1	Reserve
Planning, Urban Design & Sustainability	Request for a Planning Analyst position to develop a more robust data analytics framework for housing data to respond to Council's requests in this area. The position would work towards updating our housing data systems, while also responding to data requests that currently rely on manual analysis.	Ongoing	0.1	Tax
Finance, Risk & Supply Chain Management	Evaluate key drivers of Affordability specific to Vancouver	One-time	0.1	Tax
<b>Address the Housing Crisis</b>			<b>1.8</b>	

**Table 4 – Empty Homes Tax funding**

EHT funding available for this reporting period:		
Priority	Project Description	Funding Allocation \$ millions
Acquire or provide land and resources for affordable housing	New multi-year housing capital grants, as part of a new Community Housing Incentive Program (CHIP) to deepen affordability of social housing and meet affordability targets in the Housing Vancouver strategy	2.0
	Land acquisition / development opportunities	8.0
	Funding for staff working on affordable housing projects	3.7
Emerging Initiatives		1.0
	TOTAL	\$14.7

# PROTECT AND BUILD A RESILIENT LOCAL ECONOMY



Vancouver has a diverse and thriving local economy, and we are working to provide the services, land-use plans and regulatory environment that will promote and strengthen local businesses while also making the city an attractive destination for new businesses to consider. In response to the significant impacts to local businesses which had to suspend or modify their operations due to the pandemic, the City established dedicated support and liaison resources for businesses and will continue to support business recovery in 2021 and beyond.

The purpose of this document is to provide a comprehensive list of existing spend/budget and investments not included in the 5% base 2021 Draft operating budget (for council consideration) to address Protecting and Building a Resilient Local Economy as a follow up item of the November 4 Council briefing session.

The total capital budget associated with this in 2021 is approximately \$13 million and the total operating budget is approximately \$36 million. \$3 million in new operating budget investments aligned to Protect and Build a Resilient Local Economy are included in table 3 and for council consideration.

Many of the City’s core services have benefits to the economy, however, these core service-related costs are not summarized here and more details on core service costs will be provided in the Draft Budget service plans.

## BACKGROUND AND CONTEXT

To Protect and Build a Resilient Local Economy requires a diversity of voices. Departments across the City, our local partners and external agencies play a significant role in supporting and advancing a healthy economy.

Key initiatives for 2021 included in the priority plans provide immediate and sustained support to BIAs, local business and partnership programs, as well as COVID-19 Economic and Community Recovery that is linked to Council’s COVID-19 Community Recovery Strategy. This support includes actions such as the Approved Occupancy Database to connect tenants with vacant space reducing commercial and retail vacancies and getting business back to operating sooner. Further process improvements, efficiencies and program development in response to evolving federal and provincial regulations e.g. Cannabis and Ride Hailing and the Business Licence Review will be realized. Programs like the Vancouver Plan and its various foundational components; Connected and Complete Communities, Economic Vision and the Public Investment Framework will deliver long-term transformational plans and policies that foster and create a healthy, resilient and diverse economy. These programs include collaboration across City Departments, CoV Boards and with the VEC. In addition, recognizing that the non-profit

and social enterprise sectors play a vital role in the health of our communities, and are significant employers and contributors to Vancouver economy continued priority support is critical via Culture|Shift, Making Space for Arts and Culture, and Vancouver Music Strategy.

Planning Vancouver Together is an intensely engaging process that aims to reflect the diversity of our population in creating a long-term, strategic vision and actionable Vancouver Plan. The process launched in the fall of 2019 and the proposed Plan will be prepared for Council consideration in Q3 of 2022. The Plan will guide how we grow, invest, govern, and work across boundaries to build a city where current and future generations can thrive. It will guide future decisions, priorities, financial planning and investment. It will also advance core values of equity, reconciliation and resiliency. Community engagement over the last year involved over 12,000 inputs that helped shape 10 provisional goals to guide planning. In 2021, a vision, strategic directions and preliminary draft plan will be developed. Community recovery actions are also being developed as part of the City's Recovery Strategy. Robust engagement, involving other governments, Musqueam, Squamish and Tsleil Waututh First Nations, urban Indigenous, equity-seeking and all community groups, residents and diverse stakeholders will proceed with adaptive approaches in response to the current COVID-19 context.

These programs include collaboration across City Departments and with the VEC and the proposed 2021 Operating Budget allocates \$36.2 million to support these City initiatives across eight City Departments, accommodated within the 5% scenario.

Work not included in the baseline 5% but included if Council decides to increase the tax base beyond 5% includes the itemized actions below. These priorities considered investments with the most immediate impact, alignment with the Council COVID Recovery Committee and clear deliverables that provide short and long-term support to economic health, resilience and diversity. The initiatives include: additional long term assistance for local business through a city-wide review of permanent patios; implementation of the Employment Lands and Economy Review emerging directions that are focused on modernizing industrial uses, intensifying jobs near rapid transit stations, supporting key economic sectors hit hard by the Pandemic; essential support for the cultural and creative sector through programs within Culture|Shift, focusing on COVID Recovery and phased Reconciliation, Redress, and Equity Investments; and improving home based business and artist studio regulations to increase supply and flexibility as well as enhanced business support and ongoing data monitoring.

The following items rely on an additional 1% funding:

- 1. TEPP (transition to Permanent Patios)** This program is a follow up to the successful Temporary Patio Program implemented in June 2020 and extended in October 2020 to align with the Provincial Service Area extension to October 31, 2021. This is a multi-department, review for implementing permanent patios on private and public property across the city.
- 2. Employment Lands and Economy Review (ELER)**  
Economic development planning addresses economic equity, resilience and diversity. Key initiatives include; modernizing industrial uses, accelerating affordable industrial/self-storage (RTS 13341), encouraging stacked industrial and intensifying jobs near rapid transit stations. Immediate support for key economic sectors (e.g. tourism, hotel tech/creative and film/motion picture) through regulation review/updates is important to recovery and long term growth. Further work to improve and enhance home based business and artist studio regulations to address the need for increased flexibility

and greater supply are top priorities. Program investment provides continued support for critical regional advocacy related to commercial tax policy (the number one concern for local business) and tenant protections. The Business Communications & Support Office (BCSO), introduced temporarily with staff seconded from existing economic planning programs, is a single source of information for business entry to the city and connections to other agencies and senior governments. The BCSO and Business Improvement programs collect and monitor data to track business health and change over time to support policy recommendations. The BCSO is expected to continue through 2021.

**3. Small Business Policy/Recovery Initiatives**

This initiative provides continued support for Small Businesses and BIA areas and links to a number of COVID-19 Economic and Community Recovery actions. The work is an extension of the PDS' Economic Planning work program to collect long term data and to track retail change over time, providing enhanced monitoring of the health of commercial/retail areas. The work program includes an ongoing resource to coordinate and link the many Small Business Initiatives (split tax assessment, commercial tenant protection, efforts like Digital Main Street, the Commercial Renovation Center, BIA maintenance, safety and security programs and pandemic related on street programs, like temp patios, room to queue, etc.) across the organization.

**4. Culture|Shift Recovery Investments - CJS Direct COVID Response and Recovery Investments:**

To address immediate issues caused by COVID-19's unprecedented, uncertain, and complex nature that has magnified underlying issues experienced by the sector, including a lack of sustainable operating funding sources, significant inequities and challenges in the workforce, and space affordability and access challenges. This investment is a combination of direct grants to the community with supports for long term recovery, totaling 375k

**5. Culture|Shift Operating Investments - Phased Reconciliation, Redress, and Equity Investments.**

This commitment will ensure non-profit organizations' ability to adapt by finding new ways to collaborate, pivot, and respond to immediate community needs, mobilizing resources, shifting approaches in service delivery, supporting equity within the context of racial justice, and promoting community connectedness. These investments are also in support of key Vancouver Plan deliverables ensuring the move from social isolation to social resilience, and include MST liaisons, accessibility guidelines, and other programs that continue to contribute heavily to rebuilding the social, cultural, and economic life of the city.

**6. Funds to monitor Development Industry ability to pay city fixed rate developer contributions.**

This initiative will speed up processing times, provide additional development transparency/certainty, expand the number of areas with fixed Community Amenity Contributions (CAC) target rates and Density Bonus Zones (DBZ). It provides additional ability to implement Development Cost Expectation (DCE) policy with new area planning programs including the Vancouver Plan. This request is for a consulting budget for economic testing. The Financing Growth team develops and sustains policy for development contributions and provides critical support to programs across the City including Capital Planning. The team continues to provide enhanced pandemic monitoring of market conditions, market forecasts and revenue projections to inform immediate and long term corporate decision making and Capital Budgeting processes. A request has been made to continue the pandemic revenue monitoring work through 2021.

The economic health of the city requires an integrated and collaborative approach. The work is interdepartmental and includes close partnerships with external groups and agency partners like VEC. It involves broad stakeholder engagement and consultation. It requires diverse policies to work effectively together in order to support and deliver a healthy, resilient, equitable economy. This is a critical time in the City's History and initiatives that protect and build a resilient local economy now will serve us for many years to come.

**Operating Budget:**

Many City departments were already addressing Protect and Build a Resilient Local Economy in their existing 2021 budgets.

- Please refer to Appendix D in the 2021 Draft Budget Book for a comprehensive list of Priority Plans by service and Council priorities
- 2021 Draft Operating budget – existing spend /budget aligned to Protect and Build a Resilient Local Economy (see table 1)
- Not included in 5% base 2021 Draft Operating budget - aligned to Protect and Build a Resilient Local Economy for Council consideration (see table 3). These investments would be prioritized for execution in future years or if revenues improve.

**Capital Budget:**

- 2021 Existing Capital projects are identified in table 2

**Table 1 – 2021 Draft Operating budget – existing spend /budget aligned to Protect and Build a Resilient Local Economy**

Department	2021 Existing \$ millions	Examples of priority plans
Planning, Urban Design & Sustainability	10.9	-Vancouver Plan, connected and complete communities/neighborhoods -Vancouver Plan: Phase 2: Envision the future -CAC/DCL comprehensive updates -Business Communications and Support Office -Approved Occupancy Database.
Development, Buildings & Licensing (DBL)	10.3	- Ride hailing - Cannabis - Business licensing review
Vancouver Economic Commission	3.1	VEC's mandate is to build a prosperous, inclusive and resilient economy for Vancouver, its businesses and its citizens
City Manager's Office	0.8	- COVID-19 recovery - Tourism and event sector support
Engineering	0.8	- Corporate experiential marketing and private events as potential source of revenue - Further BIA Partnership Program - Motion Picture Industry Collaboration - Enhance and expand the existing patio program
Vancouver Civic Theatres	2.6	Support of tourism, hospitality, restaurants and parking
Arts, Culture & Community Services	3.3	- Culture Shift, Making Space for Arts and Culture, and Vancouver Music Strategy - COVID-19 Recovery
Park Board	4.4	- Maintaining Parks in key destination areas including Stanley Park and other downtown core parks.
<b>Protect and Build a Resilient Local Economy</b>	<b>36.2</b>	

**Table 2 – 2021 Capital budget aligned to Protect and Build Resilient Local Economy**

Council Priority: Protect and Build a Resilient Local Economy (\$ millions)				Multi-Year Capital Budgets		
Service Category 1	Service Category 2	Service Category 3	Capital Budget Project & Program Name	Previously Approved	Draft 2021	Total Open Project Budget
Parks & open spaces	Park amenities	Park development	Community Gardens - New/Improvements at Arbutus Ridge/Kerrisdale/Shaugnessy	0.0	-	0.0
	<b>Subtotal</b>			<b>0.0</b>	<b>-</b>	<b>0.0</b>
	Cultural facilities	Non-City owned	2015-2018 Cultural Infrastructure Grant Program	2.4	-	2.4
			2019-2022 Cultural Infrastructure Grant Program	4.1	3.2	7.3
			Cultural Infrastructure Grant Program	0.5	-	0.5
			Grant - Satellite Video Exchange VIVO & C-Space (Rize)	2.3	-	2.3
	Entertainment & exhibition facilities	Entertainment & exhibition facilities	HP-PNE Master Plan: Infrastructure Implementation	2.2	1.3	3.5
			Playland Redevelopment Planning	2.3	-	2.3
Arts & culture	Heritage	Heritage	2019-2022 Heritage Facade Rehabilitation Program	0.4	0.2	0.6
			2019-2022 Heritage Incentive Program - Vancouver Heritage Foundation (VHF)	0.6	0.3	0.9
			2019-2022 Heritage Incentive Program Grants	13.8	-	13.8
	Public Art	Public Art	2019-2022 Capital Maintenance - Existing Public Art	0.5	0.5	1.0
			2015-2018 New Public Art Installations	2.9	-	2.9
			2015-2018 Public Art Boost - Capital	1.0	-	1.0
			2019-2022 New Public Art Installations	3.5	2.9	6.5
	<b>Subtotal</b>			<b>36.5</b>	<b>8.4</b>	<b>44.9</b>
Community facilities	Social facilities	Non-city	Facade Grant-265 Carrall Street	0.1	-	0.1
	<b>Subtotal</b>			<b>0.1</b>	<b>-</b>	<b>0.1</b>
Civic facilities & equipment	All City facilities	All City facilities	2019-2022 Real Estate Studies (RES)	-	0.1	0.1
	<b>Subtotal</b>			<b>-</b>	<b>0.1</b>	<b>0.1</b>
Transportation & street use	Managing the transportation network	Structure management	2019-2022 Major Bridge Maintenance	-	0.9	0.9
			2019-2022 Major Bridges - Coating	1.0	3.1	4.1
	<b>Subtotal</b>			<b>1.0</b>	<b>4.0</b>	<b>5.0</b>
Overhead	Overhead	Overhead	2019-2022 City-Wide Overhead - Pacific National Exhibition Hastings Park	0.7	0.2	0.8
	<b>Subtotal</b>			<b>0.7</b>	<b>0.2</b>	<b>0.8</b>
<b>Total Protect and Build a Resilient Local Economy</b>				<b>\$ 38.3</b>	<b>\$ 12.8</b>	<b>\$ 51.1</b>

**Table 3 – New Operating Budget Investments aligned to Protect and Build Resilient Local Economy for Council consideration (not included in 5% base scenario)**

Department	Initiative Detailed Description	One-time / Ongoing	2021 impact \$ millions	Funding Source
Planning, Urban Design & Sustainability	Support for Council directives involving regulatory changes to respond to Covid -19. Expecting bylaw changes to support climate change, housing, and neighbourhood grocery store work. The Regulation Policy team has also taken on expanded responsibilities for policy coordination such as the on-going coordination of the Policy Implementation Advisory Committee and Regulation Policy Tracker.	One-time	0.1	Tax
Development, Buildings & Licensing (DBL)	TEPP program cost (salaries and consulting fees)	One-time	0.3	Tax
Engineering Public Works	TEPP program salary costs	One-time	0.5	Tax
Engineering Public Works	TEPP program costs - material and operations	One-time	0.1	Tax
Engineering Public Works	TEPP - Sidewalk Cafes revenue	One-time	1.0	Permit Fees
Planning, Urban Design & Sustainability	The Employment Lands and Economy Review (ELER) is foundational to the Vancouver Plan Economic Vision and includes immediate actions to support economic recovery and sustained business support.  Economic development planning addresses economic equity, resilience and diversity. Key initiatives include; modernizing industrial uses, accelerating affordable industrial/self-storage (RTS 13341), encouraging stacked industrial and intensifying jobs near rapid transit stations. Immediate support for key economic sectors (e.g. tourism, hotel tech/creative and film/motion picture) through regulation review/updates is important to recovery and long term growth. Further work to improve and enhance home based business and artist studio regulations to address the need for increased flexibility and greater supply are top priorities. Program investment provides continued support for critical regional advocacy related to commercial tax policy (the number one concern for local business) and tenant protections The Business Communications & Support Office (BCSO), introduced temporarily with staff seconded from existing economic planning programs, is a single source of information for business entry to the city and connections to other agencies and senior governments. The BCSO and Business Improvement programs collect and monitor data to track business health and change over time to support policy recommendations. The BCSO is expected to continue through 2021.	Ongoing \$100K - Salaries One-time \$250K -Consultant	0.4	Tax
Planning, Urban Design & Sustainability	This initiative provides continued support for Small Businesses and BIA areas through ongoing long term, data tracking and monitoring – This is an extension of current 2020 work and includes an ongoing resource to coordinate and link the Small Business Initiatives (split tax assessment, commercial tenant protection, efforts like Digital Main Street, the Commercial Renovation Center, BIA maintenance, safety and security programs and pandemic related on street programs, like temp patios, room to queue, etc.) across the organization. This program links to a number of Economic Recovery item actions.	Ongoing	0.3	Tax
Grant Program	Culture Shift - Year 2 expenditure as part of COVID Response & Recovery Investment	Ongoing	0.4	Tax
Arts, Culture & Community Services	Culture Shift - Year 2 Non-grant commitments: Advance some of the work originally planned as part of C S Year 2 that are also in support of key Vancouver Plan deliverables.	One-time	0.1	Tax
Planning, Urban Design & Sustainability	To speed up processing times, provide additional development transparency/certainty, expand the number of areas with fixed CAC target rates and DBZs, and to introduce the successful Development Cost Expectation (DCE) program as part of new planning efforts including the Vancouver Plan requires economic testing. A consulting budget of (\$100k) is being requested. Additionally, there is an immediate need for resources (Planner I) on the Financing Growth team requested for in our risk related investments. The Financing Growth team has been providing enhanced and ongoing pandemic monitoring of market conditions, market forecasts and revenue projections to inform Capital Budgeting processes. Commitments to continue this work through 2021 have already been made.	One-time	0.1	Tax
<b>Protect and Build a Resilient Local Economy</b>			<b>3.1</b>	

## INCREASE FOCUS ON EQUITY & CRITICAL SOCIAL ISSUES



The City of Vancouver has a longstanding history of investing in and supporting equity focused initiatives and infrastructure, from the initial creation of the Vancouver Public Library and its City-supported growth over the last century, to the decades long investments in the growth of publicly owned recreation services, to the establishment of the Carnegie Centre, Evelyne Saller Centre, and the Gathering Place, to the millions of dollars of social grants distributed each year to support the hundreds of non-profits that work to support critical social needs and equity seeking communities..

The purpose of this document is to provide a comprehensive list of existing spend/budget and investments not included in the 5% base 2021 Draft operating budget (for council consideration) to address Equity and Critical Social Issues, as a follow up item of the November 4 Council briefing session.

As noted above, many City departments are already addressing Equity and Social Issues in their existing budgets (operating and capital) and some Departments exist entirely for this purpose, such as the public library, Non-Market Housing and

Social Operations, Homelessness Services, and Social Policy and Projects. A key dynamic to note is that many of the critical social issues we contend with in Vancouver and across Canada – such as street disorder and the overdose crisis – are, in fact, the direct outcome of systemic inequities or structural (e.g., program) failures. The COVID pandemic brought these structural gaps and systemic inequities to the fore, turning what were previously articulated as “cracks” in our social systems and structures to crevices. To some extent, this category articulates a priority to address both the underlying illness and the symptoms of our deepening equity crisis.

The total capital budget associated with this in 2021 is approximately \$11 million and the total operating budget is approximately \$44 million. \$6 million in new operating budget investments aligned to Increase Focus on Equity and Critical Social issues are included in table 3 and for council consideration.

Many of the City’s core services help increase focus on equity and critical social issues, however, these core service-related costs are not summarized here and more details on core service costs will be provided in the Draft Budget service plans.

## BACKGROUND AND CONTEXT

As humans, we all desire and deserve to live and thrive, having the ability to access opportunities and resources to help us fulfil our needs and aspirations. However, interlocking systems of oppression such as colonialism, classism, racism, capitalism, and patriarchy bestow privilege and marginality differently, impacting the ability of various groups to access opportunities and resources. The idea of equity acknowledges that these inequalities exist that limit the participation of some people and groups in the civic, cultural, economic and social life of our community. Equity recognizes that not everyone starts with the same advantages, has the same opportunities, or enjoys the same or similar access to education, employment, resources or goods, facilities, and services.

In short, not everyone benefits equally from living or working in Vancouver. Canada Council for the Arts has described equity succinctly in their articulated fundamental policy shift by stating that:

Equity is a principle and process that promotes just conditions for all persons to fully participate in society. It recognizes that while all people have the right to be treated equally, not all experience equal access to the same resources, opportunities or benefits. Achieving equality is not simply about treating individuals or groups in the same way, but may require the use of specific measures to ensure fairness.

The City has a long-standing, wide-ranging and necessarily evolving commitment to equity and diversity. This work extends back decades and across Councils and administrations. With each successive generation of leadership's — both elected governance and operational — confirmation of the importance of this work, the City as an organization has the opportunity to learn more, deepen understanding, apply new lenses, and become more nuanced.

Like all public policy work on complex issues, perspectives evolve over time. As we hear from people with lived experience and other stakeholders, connect with community organizations, liaise with other jurisdictions, learn from new research, and see the impact of previous decisions, the lenses we turn on our present situation and challenges sharpen, as does our reflection of both our distant and recent histories.

Our work on equity at the City is both external and internal: external as we work with communities on public impact initiatives and strategies and internal as we look to our own practices as local government and as an employer. Council's recent decision around representation on Council Advisory Committees is an excellent example of a critical governance rethink about diverse representation on these important leadership vehicles for civic engagement.

Other current initiatives include Council's direction to authentically engage with the spirit of being a City of Reconciliation, the commitment around Chinatown transformation as an outcome of the apology on historical discrimination, in the work with Hogan's Alley Society to restore a critical community presence and identity. The Park Board recently approved VanPlay, the 25-year Parks and Recreation Services Plan, which includes equity as a strategic move and the creation of Initiative Zones to assist in prioritizing delivery of parks and recreation resources to historically under-served areas of the City.

Also, staff are working on the development of an Equity Framework to bring consistency to the City's operational approach and the development of an intersectional toolkit as part of this framework to ensure staff bring an intersectional lens to our work. Fundamentally, equity was at the root of the now six-year-old Healthy City Strategy's commitment to building a "Healthy City for All" and is now a commitment in the early work related to the development of the City's long-range community plan: The Vancouver Plan.

### 2021 Budget: Beyond the Base

The list of initiatives that would require an additional 1% cover a range of activities: deferred initiatives from 2020, resource requirements to implement Council motions from 2019 and 2020, resources to implement approved Council policies, and priorities put forward by the independent

Boards. The list ranges from Reconciliation investments to equity and anti-racism interventions, to access to basic needs for those living in poverty, and support for community organizations who support neighbourhood cohesion.

The list was prioritized by a group of interdepartmental representatives and some very difficult discussions were had regarding priorities. Critical to the consideration of equity is that equity does not mean equal or the same – we look to the work that is addressing those most at risk, those most marginalized, those most unheard. The team also looked to recommend and prioritize investments that could result in systems change and that had the potential for broad impact across the city or resources needed to complete work already initiated. The staff group also tried to look at sequencing: for example, in order for a Department to develop a Reconciliation Strategy, they first need an Indigenous Planner. Likewise, in recognition of the importance of seeing equity work happen across the City and recognizing the need for systems change, the group attempted to ensure that key and impactful investments were recommended across all Departments.

### **Operating Budget:**

Many City departments were already addressing Focus on Equity and Critical Social Issues in their existing 2021 budgets.

- Please refer to Appendix D in the 2021 Draft Budget Book for a comprehensive list of Priority Plans by service and Council priorities
- 2021 Draft Operating budget – existing spend /budget aligned to Focus on Equity and Critical Social Issues (see table 1)
- Not included in 5% base 2021 Draft Operating budget - aligned to Focus on Equity and Critical Social Issues for Council consideration (see table 3). These investments would be prioritized for execution in future years or if revenues improve.

### **Capital Budget:**

2021 Existing Capital projects are identified in table 2

**Table 1 – 2021 Draft Operating budget – existing spend /budget aligned to Increase Focus on Equity and Critical Social issues**

Department	2021 Existing \$ millions	Examples of priority plans
Arts, Culture & Community Services	26.7	<ul style="list-style-type: none"> <li>-Public art</li> <li>-Access to Vancouver Civic Theatres venues</li> <li>-Reconciliation and decolonization</li> <li>-Accessibility Strategy</li> <li>-Equity/Anti-racism/Cultural Redress</li> <li>-Healthy City Strategy</li> </ul>
Vancouver Civic Theatres	1.7	<ul style="list-style-type: none"> <li>-Deliver quality core services to our arts organizations and artists who in turn are reaching our audiences in new and different ways i.e. recording virtual performances on our stages</li> <li>-Our engagement through the Theatre Rental Grant (TRG) and VCT Grant, and now Covid-19 Cultural Impact Critical Assistance (CICA) programs address affordable access to our exceptional venues</li> <li>-These programs and our community engagement programming will continue to increase focus on equity and be a catalyst for conversation on critical social issues</li> </ul>
Fire and Rescue Services	2.4	<ul style="list-style-type: none"> <li>-Medic teams</li> </ul>
Park Board	2.3	<ul style="list-style-type: none"> <li>-Continue implementing reconciliation actions</li> <li>- Continue to improve access and inclusion to recreation (e.g. youth services and inclusion office)</li> <li>- Park Rangers are the front-line ambassadors in parks and public spaces. They support a broad range of events and activities, and assist with issues in Parks.</li> </ul>
Planning, Urban Design & Sustainability	3.4	<ul style="list-style-type: none"> <li>-DTES plan</li> <li>-Chinatown transformation program</li> </ul>
Development, Buildings & Licensing (DBL)	1.6	<ul style="list-style-type: none"> <li>- Support Other City departments</li> </ul>
<b>Increase Focus on Equity and Critical Social Issue</b>	<b>38.2</b>	

## Table 2 – 2021 Capital budget aligned to Increase Focus on Equity and Critical Social Issues

Council Priority: Increase Focus on Equity and Critical Social Issues (\$ millions)				Multi-Year Capital Budgets		
Service Category 1	Service Category 2	Service Category 3	Capital Budget Project & Program Name	Previously Approved	Draft 2021	Total Open Project Budget
Arts & culture	Heritage	Heritage	Chinatown Memorial Square Redesign	0.2	0.8	1.0
	Public Art	Public Art	Public Art - Centennial Pole Restoration	0.5	-	0.5
	<b>Subtotal</b>			<b>0.7</b>	<b>0.8</b>	<b>1.5</b>
Community facilities	Social facilities	All social	2019-2022 Social Facilities Planning/Research	1.7	0.9	2.6
			Equity Related Initiatives	-	3.9	3.9
		City-owned	2015-2018 Renovations & Furniture, Fixtures & Equipments for Social Facilities	0.3	-	0.3
			2019-2022 Capital Maintenance - Social Facilities	1.0	-	1.0
			2019-2022 Renovations - Social Facilities	0.3	-	0.3
			Indigenous Healing and Wellness Center Tenant Improvements	0.7	-	0.7
			Indigenous Social Enterprise	2.0	-	2.0
			Qmunity Facility	7.0	1.5	8.5
			2011 Capital Grants	0.1	-	0.1
			2012-2014 Social Infrastructure Grants	0.2	-	0.2
	2015-2018 Social Policy Small Capital Grants	0.4	-	0.4		
	2019-2022 Downtown Eastside Capital Grant program	1.1	1.0	2.1		
	2019-2022 Social Policy Capital Grants	2.2	0.4	2.6		
	2019-2022 Social Policy Small Capital Grants	0.1	-	0.1		
	Non-city	Chinese Society Building Grant Program	0.9	-	0.9	
		Downtown Eastside Capital Grant program	1.2	-	1.2	
		Downtown Eastside Community Asset Management	1.0	-	1.0	
		Downtown Eastside Neighbourhood Improvements	0.7	-	0.7	
		Grant - 411 Seniors Centre Society	0.8	-	0.8	
		Grant - Atira (420 Hawks Amenity Space)	0.1	-	0.1	
Grant - Urban Native Youth Association (Native Youth Centre Project Development)		0.0	-	0.0		
Grant-Qmunity		0.2	-	0.2		
<b>Subtotal</b>			<b>22.1</b>	<b>7.6</b>	<b>29.7</b>	
Civic facilities & equipment	All City facilities	All City facilities	2019-2022 Planning & Research - Social Facilities	0.0	-	0.0
			2019-2022 Planning and Research - Childcare Facilities	-	0.0	0.0
			2019-2022 Planning and Research - Social Facilities	0.1	-	0.1
<b>Subtotal</b>			<b>0.1</b>	<b>0.0</b>	<b>0.1</b>	
Transportation & street use	Street use	Public space projects	Robson Square - 700 Block	-	1.0	1.0
		Public toilet facilities	Comfort Station Renewal	0.1	1.1	1.2
	<b>Subtotal</b>			<b>0.1</b>	<b>2.1</b>	<b>2.2</b>
One water	Potable water	Water network	2019-2022 Access to Water	0.1	-	0.1
	<b>Subtotal</b>			<b>0.1</b>	<b>-</b>	<b>0.1</b>
<b>Total Council Priority Increase Focus on Equity and Critical Social Issues</b>				<b>\$ 23.1</b>	<b>\$ 10.5</b>	<b>\$ 33.6</b>

**Table 3 – New Operating Budget Investments aligned to Increase Focus On Equity and Critical Social issues for Council consideration (not included in 5% base scenario)**

Department	Initiative Detailed Description	One-time / Ongoing	2021 impact \$ millions	Funding Source
Arts, Culture & Community Services	Cultural redress and anti-racism: In response to the 2019 Council Motion to create and implement an anti-racism strategy for the City, this requests seeks funding to further establish a focused area of work on anti-racism and cultural redress including policy development and programming on anti-racism, multiculturalism, decolonization and cultural redress related issues for racialized, immigrant and refugee communities. Includes supporting the establishment of a Public Partner Community Anti-Racism Working Group to include representatives of public agencies and Indigenous and racialized communities to jointly develop and implement anti-racism initiatives.	One-time	0.3	Tax
Arts, Culture & Community Services	Funding to initiate work in response to 2020 Council motion regarding Decriminalizing Poverty.	One-time	0.3	Tax
Finance, Risk & Supply Chain Management	Equity Based Budgeting - Financial Analyst to support E&Y outcomes	Ongoing	0.1	Tax
Library	Link to VPL fine-free report: <a href="http://www.vpl.ca/sites/vpl/public/NewInvestmentRequesFreeServices.pdf">http://www.vpl.ca/sites/vpl/public/NewInvestmentRequesFreeServices.pdf</a>	Ongoing	0.6	Tax
Park Board	Additional resources to increase focus on reconciliation based programs into our parks and community centres.	Ongoing	0.1	Tax
Arts, Culture & Community Services	Address 2019 Council motion directing staff to discuss with the Racial and Ethno-Cultural Equity Advisory Committee the possibility of an apology to the South Asian community. This referral will require work with the South Asian community to identify, acknowledge and make recommendations on how to address historical discrimination against residents of South Asian descent	One-time	0.2	Tax
Planning, Urban Design & Sustainability	The recently approved Vancouver Heritage Program (2020) included a recommendation to update and expand components of the Heritage Program by engaging with MST Nations and Indigenous consultants to integrate Indigenous Cultural Heritage, reconciliation and redress. This request is for one staff person who will, through meaningful and respectful facilitation, support the creation of new heritage categories, updated heritage evaluation and Statement of Significance criteria, and an updated the listing of entries.	Ongoing	0.1	Tax
Arts, Culture & Community Services	Complete analysis of the Red Women Rising Report and Missing and Murdered Indigenous Women and Girls Inquiry recommendations, identify City's role in relation to partnership with Indigenous women, urban indigenous partners, and Musqueam, Squamish and Tsleil-Waututh, and identify next steps. Required because staff was deployed to support Indigenous women in COVID response and continues to provide some of that support during Second Wave.	One-time	0.1	Tax
Vancouver Police Board	There are 11 CPC's in Vancouver. Nine of the CPCs are independently operated, staffed, and governed by members of the community (these nine CPCs are not part of the VPD). The CPCs provide valuable services to the citizens of Vancouver. Each year, CPC staff and volunteers contact tens of thousands of citizens, local businesses, and work with some of our community's most vulnerable people. As a result, the CPCs leverage public and volunteer efforts to improve community safety, which is very beneficial to the VPD and the City of Vancouver. The CPCs currently require additional funding to provide additional programming aimed at preventing crime and addressing neighborhood safety concerns as well as to address increased costs related to providing a living wage rate to its employees and rent increases. The 2021 request is for a total of \$350,000, which the Equity and Social Council priority group recommended be broken down into the two parts shown here (\$200,000 and \$150,000 respectively).	Ongoing	0.2	Tax

**Table 3 (continued)– New Operating Budget Investments aligned to Increase Focus On Equity and Critical Social issues for Council consideration (not included in 5% base scenario)**

Department	Initiative Name	Initiative Detailed Description	One-time / Ongoing	2021 impact \$ millions	Funding Source
Arts, Culture & Community Services	UN Safe Spaces / Gender equity: Social Planner II - extend position due to loss of time because of COVID redeployment)	Complete the UN Safe Cities Scoping Study to increase safety for vulnerability of women, trans, Two Spirit, non-binary, and gender diverse people. Participation in this UN initiative and the conduct of the required study is a City commitment arising from the Women's Equity Strategy. Extension required because staff redeployed to support the DTES COVID response.	One-time	0.1	Tax
Arts, Culture & Community Services	Indigenous languages revitalization arising from year of Indigenous Languages (2019) motion	This 2019 motion was deferred to 2021 due to budget constraints. Significant community engagement was involved in the creation of this motion and CJS will be positioned to pick this work up in 2020. This work will also align with the commemoration policy creation so timing is appropriate.	Ongoing	0.2	Tax
Arts, Culture & Community Services	Mental Health and Substance Use: Social Planner II	Council has directed several motions and report backs related to mental health and substance use, including a review of the Four Pillars Motion and the motion Decriminalizing Poverty which will require significant staff effort beyond the project budget noted above. Current workload only enables response to the Opioid Crisis. Further work on other Council directions is currently not feasible without additional resources.	Ongoing	0.1	Tax
Arts, Culture & Community Services	Social Planner II - 15.CBA Planner Community Economic development	Council approved the CBA Policy two years ago but never approved the funding to implement it, yet expectations that it is implemented are established. This work has the potential to create significant economic benefit for low income community members and the significant reputational risk of having a very progressive policy framework without implementing it is growing.	Ongoing	0.1	Tax
Arts, Culture & Community Services	Planning Analyst - Indigenous	ACCS Social Policy has only one planning analyst to support the Department's work across multiple sectors and this position is intended to support Indigenous community development work in Social Policy and Cultural Services, as well as support the data needs of Indigenous focussed work across ACCS and could be requested to support other Indigenous work in other City Departments as well.	Ongoing	0.1	Tax
Library	Library Indigenous Relations Position (VPL)	This position will enable the Library to create a new position focussed on Indigenous Relations, which is currently disaggregated across the Library system. Recommended the position be prioritized and that the Library consider redeploying internally to support expanded programming, etc.	Ongoing	0.1	Tax
Arts, Culture & Community Services	Social Operations Service Review	Service delivery review – Conduct service delivery review of recreational, social, and cultural programs to ensure the Social Operations community centres remain responsive to the inner city communities they are serving and align with City of Vancouver priorities.	One-time	0.1	Tax
Library	Expand Truth and Reconciliation Strategy	Funding to expand the Reconciliation Strategy for the Library.	Ongoing	0.1	Tax
Vancouver Police Board	Community Policing Centre – Group 2 Real estate pressures	There are 11 CPCs in Vancouver. Nine of the CPCs are independently operated, staffed, and governed by members of the community (these nine CPCs are not part of the VPD). The CPCs provide valuable services to the citizens of Vancouver. Each year, CPC staff and volunteers contact tens of thousands of citizens, local businesses, and work with some of our community's most vulnerable people. As a result, the CPCs leverage public and volunteer efforts to improve community safety, which is very beneficial to the VPD and the City of Vancouver. The CPCs currently require additional funding to provide additional programming aimed at preventing crime and addressing neighborhood safety concerns as well as to address increased costs related to providing a living wage rate to its employees and rent increases. The 2021 request is for a total of \$350,000, which the Equity and Social Council priority group recommended be broken down into the two parts shown here (\$200,000 and \$150,000 respectively).	Ongoing	0.2	Tax
Multiple Departments	Public washrooms	Funding to support re-opening of public washrooms, including extended deployment of existing 3 trailers, extended hours at existing washrooms, and additional trailers. Seeking 3rd party funding.	One-time	2.5	Third Party
Engineering Public Works	Removing veteran's parking revenues	Removing veteran's parking revenues	One-time	0.5	Tax
<b>Increase Focus on Equity and Critical Social Issues Total</b>				<b>6.0</b>	

# ACCELERATE ACTION ON CLIMATE CHANGE



City Council, along with 1,700 jurisdictions around the globe, have declared a climate emergency signaling an urgent need to act on the climate crisis by accelerating action. Vancouver is building on a strong foundation of environmental action from the Greenest City Action Plan, which advanced contributions to climate solutions locally. Now, to align with international recommendations, we need to reduce carbon pollution annually by five-fold the amount achieved previously to meet the City's 2030 targets and tackle climate change

The purpose of this document is to provide a comprehensive list of existing spend/budget and investments not included in the 5% base 2021 Draft operating budget (for council consideration) to address Accelerate Action on Climate change, as a follow up item of the November 4 Council briefing session.

Many City departments are already addressing climate change in their existing budgets (operating and capital). These initiatives include transportation improvements, biodiversity, green buildings and adaption. The total capital budget associated with climate emergency priorities in 2021

is approximately \$55 million and the total operating budget is approximately \$44 million. \$4 million in new operating budget investments aligned to Accelerate Action on Climate Change are included in table 3 and for council consideration.

## BACKGROUND AND CONTEXT:

The City of Vancouver has been investing in climate change mitigation for many years and along with reduced carbon pollution, we have seen significant social benefits in the form of improved transportation infrastructure, less pollution and lower energy costs. We have also seen strong economic growth in Vancouver in part due to our green reputation.

As part of the 2020 budget Council approved new funding to accelerate action on climate change and in September 2020, Council approved the recalibrated 2019-2022 Capital Plan that allocated \$12 million of planned funding to support the City's Climate Emergency Response. This new funding was reduced to \$12 million from the original ask of \$35 million due to COVID but will enable staff to begin moving forward with priority actions in the plan, particularly the "game changers", and to demonstrate leadership in our own operations, particularly in our buildings. This initial planned funding is a critical first step to ramping up our ability to hit our 2030 climate targets.

However, to achieve our climate targets we need to increase our efforts to reduce carbon pollution in Vancouver by a factor of five in the coming years. This magnitude of change will require additional sustained investment by the City, as well as from senior government and partner organizations. An encouraging example of increased investment by senior government is the recent announcement by the Canada Infrastructure Bank of \$2.5B for building retrofits.

The additional investment required from the City and others will enable new and accelerated work on pedestrian and cycling infrastructure, zero emission buildings, transit priority corridors, and electric vehicle infrastructure, amongst other climate actions. The benefits will go far beyond reductions in carbon emissions and will include improved community health, long-term financial savings, new job opportunities and a more resilient city.

As requested by Council, the cost estimates for each of the climate emergency actions are presented in Table 3 (at the end of this memo), along with the expected carbon pollution savings and a description of the co-benefits that the Big Moves will provide. Over the next five years, the total required investment by the City is estimated to be \$500M to meet the 2030 climate goal. Of that, slightly more than half can be described as “business as usual”—this is based on the funding level in the current capital and is work that the City has historically been doing, such as improving our walking and cycling infrastructure and expanding EV charging, and which has delivered a multitude of community benefits. The remainder—roughly \$230M over five years—is referred to as the “funding gap”.

As described in the Council briefing, there are four proposed approaches to close the “gap” and achieve the required funding level over the 5-year term of the CEAP:

1. Using more interim, cost-effective approaches - building on the success of programs like Room to Move and Slow Streets to further expand our walking, rolling and cycling infrastructure using less costly treatments.
2. Harnessing new revenue – several climate emergency actions such as the citywide parking permit program and transport pricing could generate new revenue for the City and this revenue would be used to further advance climate action and close the funding gap.
3. Leveraging senior government and partner organizations – approval of the Climate Emergency Action Plan will position the City to secure external funding, particularly green stimulus funds from the provincial and federal governments.
4. Embedding climate action as a key priority for the City - there is an opportunity increase financial support for the CEAP by making climate action a key priority and reprioritizing support across existing programs, in particular for the next capital plan.

It is important to note that City budgets, sources of funding, and estimated costs may change significantly over the life of CEAP. The financial strategy is meant to serve as a roadmap and will need to be revised and adjusted as we move forward, particularly given the current financial uncertainties that we face.

#### Climate Funding (Included in Baseline)

The 5% baseline for the Climate Emergency Action Plan (CEAP) includes \$6M approved for climate emergency projects under “emerging priorities” in the mid-term capital plan update (the total new funding approved for CEAP in the MTU was \$12M). This \$6M includes \$1.9M to advance Big Moves 4 and 5 (building retrofits and reductions in embodied carbon) and \$4.1M to support Big Moves 2 and 3 (EV charging, eliminating parking minimums, active transportation work, dedicated bus lanes, advancing the city-wide parking permit program and transport pricing, including public engagement). The 5% also includes \$4M, which was approved in the 2020 budget as an ongoing item, for continuing to advance our green buildings work, both in the privately-owned building and civic facilities. Lastly, the 5% includes a number of other projects that are in the current capital plan that support the climate emergency, that could be described as “business as usual”—these would be projects such as sidewalk and protected bike lane

improvements and neighborhood energy utilities expansion, for example. A rough estimate of the budget is that approximately \$55M in capital is going towards projects that directly advance the Climate Emergency Action Plan.

#### Climate Funding (Not Included in Baseline)

Work not included in the baseline 5% but included if Council decides to increase the tax base beyond 5% is essentially more transportation related improvements, including an expansion of the active travel to school program (enabling more walking and biking to schools through training, support and site-specific infrastructure improvements), an additional rapid bus corridor, spot improvement to the walking and cycling network and additional funding for EV charging. The current amount dedicated to CEAP in 2021/22 is not enough to meet our targets meaning that we'll need more funding in the next capital plan if we intend to meet our targets. This is summarized in table 3.

#### **Operating Budget:**

Many City departments were already addressing Accelerate Action on Climate change in their existing 2021 budgets.

- Please refer to Appendix D in the 2021 Draft Budget Book for a comprehensive list of Priority Plans by service and Council priorities
- 2021 Draft Operating budget – existing spend /budget aligned to Accelerate Action on Climate change (see table 1)
- Not included in 5% base 2021 Draft Operating budget - aligned to Accelerate Action on Climate change for Council consideration (see table 2). These investments would be prioritized for execution in future years or if revenues improve.

#### **Capital Budget:**

- City's investment for Five-Year Action plan are identified in table 3

**Table 1 – 2021 Draft Operating budget – existing spend /budget aligned to Accelerate Action on Climate change**

Department	2021 Existing \$ millions	Examples of priority plans
Planning, Urban Design & Sustainability	7.3	-Climate change adaptation strategy -Greenest City Action Plan -Green Operations Plan -Living systems design guide
Engineering	36.2	- Transition to renewal diesel fuel option - Replacement of combustion engine vehicle with electric vehicle - Production and application of recycled asphalt - Landfill gas collection - Organics collection - Develop roadmap for the NEU - Transition to Active Transportation mode - Zero waste outreach and education
Development, Buildings & Licensing (DBL)	0.6	- Support Other City departments
<b>Accelerate Action on Climate Change</b>		<b>44.1</b>

**Table 2 – New Operating Budget Investments aligned to Accelerate Action on Climate Change for Council consideration (not included in 5% base scenario)**

Department	Initiative Detailed Description	One-time / Ongoing	2021 impact \$ millions	Funding Source
Engineering Public Works	This funding would enable a new bus priority corridor to be launched, similar to 41st Avenue rapid bus project. Doing so would provide improved transit speed and reliability, with will help reduce greenhouse gas emissions (as part of the Climate Emergency's Big Move 2)but also support equity and covid-19 recovery.	One-time	1.5	Tax
Engineering Public Works	This funding would build on the existing Active Travel to Schools program, which deploys both infrastructure and programming (walking and cycling enablement in schools). This project supports Big Move 2 in the Climate Emergency and also can support equity and covid-19 recovery	One-time	0.5	Tax
Engineering Public Works	Tactical improvements in the existing walking and cycling network aimed at addressing gaps. This work would directly contribute to Big Move 2 in the climate emergency and build upon funding in the current capital plan for walking and cycling work.	One-time	1.5	Tax
Planning, Urban Design & Sustainability	EV charging infrastructure – Expanding the City's public EV charging network and potentially providing support for rental buildings to install EV charging. This work would support Big Move 3 in the climate emergency and also offers significant opportunity to leverage senior government funding. As per the council direction under the Climate Emergency Action Plan (CEAP) this will allow staff to continue adding EV charging stations in an equitable way by focusing on rental buildings and public spaces in underserved neighbourhoods.	One-time	0.5	Tax
<b>Accelerate Action on Climate Change</b>			<b>4.0</b>	

**Table 3 – City Investments for the Five-Year Action Plan**

Proposed Action	Annual Carbon Pollution Savings by 2030 (CEAP + CleanBC Scenario)	Description/Outcomes	Current Capital Plan Spend in 2021 (\$M)	Required Capital Spend Over 5 Years (\$M)	Annual Operating Impacts of Capital in 2025 (\$M)	Health	Equity	Economy	Resilience
BIG MOVE 1: BY 2030, 90% OF PEOPLE LIVE WITHIN AN EASY WALK/ROLL OF THEIR DAILY NEEDS.									
1. Reduce Reliance on Motor Vehicles in the Broadway Plan and Other Planning Areas	TBD	Create a network of complete streets within the Broadway Plan Area, including reconstructing and repaving numerous streets in support of walking, cycling and transit. Neighbourhood traffic calming plans in each neighbourhood area and delivery of each neighbourhood's most urgent safety and comfort walking and cycling improvements. Reconstruct ten blocks of Broadway as a Great Street, with wider sidewalks, pedestrian amenities, and support for transit.	0.0	70.0	-	When comparing walkable neighbourhoods and car-dependent neighbourhoods, a recent study found those who live in a walkable neighbourhood are 45% more likely to walk for transportation, and 17% more likely to meet the weekly recommended level of physical activity, and 39% less likely to have diabetes.	When comparing walkable neighbourhoods and car-dependent neighbourhoods, a recent study found those who live in a walkable neighbourhood are 47% more likely to have a strong sense of community belonging. Other existing policies directly contribute to complete walkable communities (e.g., new Secured Rental Housing Policy to provide rental housing in proximity to schools, parks and shops and identify longer-term actions for expanded housing choice in neighbourhoods).	Complete walkable neighbourhoods support local businesses.	Walkable, complete neighbourhoods increase social connectedness and resilience, and improve physical and mental health.
BIG MOVE 2: BY 2030, TWO THIRDS OF ALL TRIPS IN VANCOUVER WILL BE MADE ON FOOT, BIKE OR TRANSIT.									
	82,000		33.0	288.4	6.4				
<a href="#">1. Implement Transport Pricing in the Metro Core[1]</a>		Develop preferred transport pricing strategy option; identify required technological resources; develop financial plan.		1.6	0.5				
2. Expand and Improve Our Walking/Rolling, Biking Network		Delivering approximately 50 to 60km of new active transportation corridors and upgrades, connecting more people to their daily destinations across the city. Substantial additional new pedestrian signals, accessible curb ramps and sidewalks to better address gaps in the pedestrian network, increasing access to transit and destinations.		257.0	5.5				
3. Improve Bus Speed and Reliability		Implement transit priority measures on five key corridors across the city, to provide faster and more reliable transit.		13.7	0.3	Walking/rolling and cycling are pollution-free and they help people maintain better health by staying active, while all ages and abilities cycling infrastructure is designed to reduce the risk of collisions and keep people safer. Similarly, transit riders typically lead more active lifestyles than people more reliant on driving. Clean air and quieter streets are important for the health of everyone, yet even more so for vulnerable residents and those who have respiratory issues.	Walking, cycling and transit can inherently be more equitable forms of transportation given that they are far cheaper than owning and operating a private vehicle. Walking infrastructure, such as new curb ramps, opens up access for people using wheelchairs and mobility aids. Other features, such as tactile warning strips and audible crossings, help people with limited vision.	Improvements to transportation and COVID-19-related updates to street use, which enable consumers to walk, cycle, shop and dine with safe physical distancing, help facilitate economic activity and decrease the carbon footprint of our local economy. Continued investment in walking will support local businesses as we shift into recovery from the COVID-19 pandemic.	Healthier residents more resilient to shocks e.g., COVID-19 pandemic and climate impacts: e.g., death rates are 12 times higher for COVID-19 patients with chronic illnesses than for others who become infected (source: US CDC). With more active and healthier residents, we can reduce future strains on our health system and frontline healthcare workers.
4. Encourage More Walking, Biking and Transit Use		Promote active transportation options; develop School Active Travel initiative; local-business and tourism initiatives encouraging sustainable travel, e-bike share pilot program.		13.4	-				
5. Promote Remote and Flexible Work Options		Promote and provide tools to encourage workplaces across the City to maintain a certain portion of their workforce working remotely, to reduce vehicle commuting.		0.0	-				
6. Eliminate Parking Minimums in New Developments		Expand transportation demand management requirements; revise parking minimums in Parking By-Law; develop parking maximums.		0.3	0.1				
7. Implement Residential Parking Permits City-Wide		Expand the current residential parking permit program to a city-wide program, with the long-term aim of a market-based system with considerations for income, disability, and other equity-focused factors.		0.0	-				
8. Demonstrating corporate leadership through sustainable commuting program		Accelerating the City's sustainable commuting program through initiatives such as improved end-of-trip facilities		2.5	-				
BIG MOVE 3: BY 2030, 50% OF THE KILOMETRES DRIVEN ON VANCOUVER'S ROADS WILL BE BY ZERO EMISSIONS VEHICLES.									
	233,000		1.0	77.9	1.2				

**Table 3 (continued)– City Investments for the Five-Year Action Plan**

Proposed Action	Annual Carbon Pollution Savings by 2030 (CEAP + CleanBC Scenario)	Description/Outcomes	Current Capital Plan Spend in 2021	Required Capital Spend Over 5 Years	Annual Operating Impacts of Capital in 2025	Health	Equity	Economy	Resilience
			(\$M)	(\$M)	(\$M)				
1. Implement a Carbon Pollution Surcharge on Residential Parking Permits		Establish gas-/diesel vehicle surcharges as part of the city-wide residential permit parking system.		7.0	0.6	Electric vehicles produce no tail-pipe pollution, which benefits everyone in the region, particularly those most exposed to air pollution along arterials.	Equitable distribution of charging infrastructure will make EVs a viable option for more people. Incentives for charging infrastructure in rental buildings will add more home charging for tenants. We will work with the disabled community to improve the accessibility of our infrastructure.	The CEAP creates similar economic opportunities for electric vehicle charging. Ride-hailing companies have pointed out that including charging opportunities in rental apartment buildings will help drivers transition to electric vehicles, as many ride-hailing drivers are renters. For owners, the significant gas and maintenance savings can help offset higher initial purchase prices. For higher-mileage fleet vehicles, operators can cut fuel and maintenance costs by over 70%.	Expanded, dispersed network charging infrastructure is more resilient by reducing facility closures. Low-power and off-peak charging options will reduce utility impacts (grid peaks and upward pressure on electricity rates).
2. Increase EV Charging on Private Property		Develop construction standards/compliance mechanism; charging retro fit program in multi-unit rental buildings; develop long-term residential charging retro fit strategy		1.9	0.02				
3. Expand Public Charging Network		Pilot near-home off-street EV charging; pilot firm-industry power kiosks; develop Neighbourhood Charging Strategy; continue DC fast-charging and Level 2 network deployment.		14.0	-				
4. Support Charging Infrastructure for Passenger Fleets		Develop public charging infrastructure and home-charging retro fit action plan supporting passenger fleet industry		2.5	0.05				
5. Demonstrating corporate leadership through EV fleet transition		Accelerate the transition of the City fleet to electric vehicles beyond the current rate of replacement.		52.5	0.5				
<b>BIG MOVE 4: BY 2030, CARBON POLLUTION FROM BUILDINGS IN VANCOUVER WILL BE REDUCED BY 50% BELOW 2007 LEVEL</b>			<b>299,000</b>	<b>20.0</b>	<b>56.6</b>	<b>1.6</b>			
1. Set Carbon Pollution Limits and Streamline Regulations		Set 2025 carbon pollution limits; streamline permitting and energy-upgrade requirements; implement energy benchmarking requirement.		5.8	1.00	Improved indoor noise levels due to improved airtightness. Improved indoor air quality due to improved airtightness and filtration of incoming air helps protect residents during air quality events (such as wildfire smoke). Electric heat at pumps often enable air conditioning; increasingly important during summer heat waves.	Higher expectations in the carbon limit regulation for those with higher resources and opportunities, and lower expectations, along with additional support, for those lacking resources or facing exceptional barriers. We will prevent displacement and mitigate negative outcomes, and prioritize financial support and capacity-building to those who most need it.	Green buildings present a massive economic development and recovery opportunity. Low-carbon retrofits create a high number of jobs per dollar invested, the jobs created are localized and employ a wide range of skills, and renovation projects use mostly locally sourced materials and manufactured products.	A resilient-buildings approach addresses a number of City priorities, including adapting for a changing climate, climate change mitigation, fire safety, seismic risk, accessibility, residential affordability, cultural and community services and healthy buildings.
2. Build Industry Capacity		Improve industry clarity around future regulations; trades incentives/requirements for heat pump installations; launch LC3 Zero Carbon Centre; implement BC Building Electrification Roadmap.		0.6	0.15				
3. Support Early Owner Action		Create decision-support and financing tools; equipment incentives; support demonstration projects; establish Retro fit Accelerator Centres.		16.2	0.25				
4. Facilitate Access to Renewable Energy		Working with utility partners and senior government: reduce barriers to service-connection upgrades; grow supply of renewable energy. Evaluate and set NEU renewable energy target; continue service-area expansion.		14.0	0.20				
5. Demonstrating corporate leadership through new civic facilities and retrofits achieving zero emissions		Accelerating the replacement of gas boilers with electric heat pump and making related emergency upgrades to City-owned buildings		20.0	-				
<b>BIG MOVE 5: BY 2030, THE EMBODIED EMISSIONS FROM NEW BUILDINGS WILL BE REDUCED BY 40% COMPARED TO A 2018 BASELINE.</b>			<b>n/a[2]</b>	<b>0.3</b>	<b>3.2</b>	<b>-</b>			

**Table 3 (continued)– City Investments for the Five-Year Action Plan**

Proposed Action	Annual Carbon Pollution Savings by 2030 (CEAP + CleanBC Scenario)	Description/Outcomes	Current Capital Plan Spend in 2021 (\$M)	Required Capital Spend Over 5 Years (\$M)	Annual Operating Impacts of Capital in 2025 (\$M)	Health	Equity	Economy	Resilience
1. Set Embodied Carbon Pollution Limits for New Buildings		Set embodied carbon limits for building materials and construction practices in new buildings.		0.0	-	Our actions should promote health in construction and the built environment by encouraging a shift to natural and safe, simple and reusable materials, assemblies, and finishes. Materials that are safe and non-toxic do not impact the health of those who handle them or live with them, and are safe to reuse at the end of their life.	Policy updates encourage best practices in equitable sourcing of building materials and products (e.g., wood products from certified sustainable forestry and Indigenous-managed territory; Just, B Corp, and other labels and certifications for equitable sourcing for organizations, owners from equity-seeking groups, including recognition of community benefit agreements).	Constructing with mass timber reduce the carbon pollution associated with construction materials and expertise from B.C.'s forestry sector. There are opportunities to link the CEAP with B.C.'s resource industries in ways that can help expand economic opportunity in rural communities.	Using engineered wood columns and floor panels, known as mass timber, industry can now build high-rise buildings out of wood that are safe, strong, fire-resistant, and seismically resilient.
2. Make It Easier and Less Expensive to Use Lower-Carbon Materials in New Buildings		Remove planning and policy barriers to using low-carbon construction materials and practices in new buildings.		1.4					
3. Support the People Using Low-Carbon Materials in New Buildings		Develop resources, guides, training and networks; partnerships; regional and provincial advocacy		0.5					
4. Demonstrating corporate leadership through lower embodied carbon in new civic facilities		Coordinate with key City strategies, policies and plans		1.3					
<b>GENERAL CEAP SUPPORT</b>		n/a	<b>0.2</b>	<b>0.35</b>	<b>0.20</b>				
1. Support for CEAP indicators and reporting		Develop new and improve existing data methods and sources in support of Indicators Framework, including novel equity analyses and indicator development.	0.05	0.15	0.1				
2. Support for CEAP Equity Actions		Develop and implement Climate Justice Charter: equity indicators; targeted economic benefits; equity lens for budget analysis. Continuation of Climate & Equity Working Group. Deeper exploration of transportation equity impacts.	0.15	0.45	0.1				
<b>TOTALS</b>	<b>614,000</b>		<b>55.0</b>	<b>496</b>	<b>9</b>				

## Appendix 3 – Questions answered in Council Memo # 3 (Nov 23, 2020)

### 1. Highlight what is included in 5% on accelerating action on climate change.

This information was included in the memo summarizing what is included in the 5% base scenario for each Council priority. This memo was sent to Council on November 16<sup>th</sup>, 2020 (Appendix 2).

### 2. Re: Van Plan – questions re: planning before a vaccine and fear of COVID ebbs.

#### a) Want to know timeline and budget to get quick starts, complete communities done in 2021.

- Staff intend to bring forward Quick Starts for Council consideration in July 2021 when we update on Strategic Directions for the Vancouver Plan.
- Quick starts will align with Vancouver Plan directions and focus on areas directed by Council related to complete neighborhoods, rental/ affordable housing, etc. Potential bylaw changes, etc. would follow.
- The planning and engagement work on complete neighborhoods will continue through 2021 with policy development in 2022 as we prepare the draft Vancouver Plan. As significant technical review (utilities, amenities, policy development) and public engagement is required, complete neighborhoods work could not be effectively completed in entirety in 2021.
- More specifically, the complete neighborhoods model is intended to more fulsomely address both the housing and climate crises, as well as more authentically address equity and reconciliation commitments than current City practice; therefore, community dialogue will be critical to successfully advancing on these goals.
- The proposed budget has been already pared back substantially (bare bones) and further cuts would not enable the complete neighborhoods work to proceed as planned nor the preparation of Strategic Directions (Big Moves) for the Vancouver Plan in 2021. This would mean falling short of the City's adopted aspirations for affordability, sustainability, equity and reconciliation.

#### b) What are the options to take longer than 2022? What could be deferred? Pros and cons (e.g., COVID/consultations)? Implementation strategies have already been deferred to after 2022 (June 2020 COVID response on Vancouver Plan conveyed to Council).

- Options to further adjust scope could entail:
  - Delivering Van Plan Key Directions (Big Moves) and Choices as the main deliverable in 2022, thereby deferring the Vancouver Plan and extending more detailed policy development and implementation strategies to after 2022
  - Delivering very limited or likely eliminating Quick Starts from the work program.
- Pros of this option:
  - Greater opportunity to engage community
  - Helps address staff capacity challenges that have been impacted by COVID
  - More time for robust policy development

- Cons:
  - Less or/ no “action while planning”
  - Provides a less impactful deliverable in this term of Council

**c) What impact would a reduction in Van Plan \$s have? Would this enable Quick Start / Complete Neighborhood actions, and new GCAP to be completed? We recognize that in Person public engagement will likely not happen in 2021 as planned?**

- The Vancouver Plan budget has already been cut to bare bones from that previously scoped. Further cutting would not enable the work on complete neighborhoods to proceed and would not deliver Strategic Directions / Big Moves in 2021.
- A new GCAP will follow up from Van Plan in 2022 as a strategic implementation plan. The Big Moves and main policies for GCAP 2.0 are intended to form part of the Vancouver Plan (in 2022). For example, the “Blue - Green Network/ System” is a potential Big Move with associated policies in Van Plan. Detailed implementation would be in GCAP 2.0 following 2022.

**3. Is there enough money in the 5% budget to do the SRO work from the motion we recently passed?**

There is enough funding to complete the work to report back to Council in Q2. There may be some budget impacts arising from staff’s recommendations that Council will need to consider at the time. It is too early to speak to what those might be.

**4. Is there enough money in the 5% budget to do the work for the reno and demoviction motion that we recently passed?**

Background: the motion has two parts a) ask the Province to amend the RTA to address problematic renovictions, and b) if the Province refuses to make the changes, totally overhaul our planning, permits and licensing systems to take this on ourselves.

- Request to the Province is included 5% base scenario
- Develop a system to take this on ourselves is not funded (not part of the 5%) and would have very significant staffing and budget implications for PDS, DBL and ACCS.

We are organizing inter-governmental meetings with the Province now, and will know by the end of the year if they are open to RTA amendments. If not, we will work with DBL and ACCS to scope the work required to implement the Council motion and report back to Council with staffing and budget implications. Again, should it come to that, they will be significant and are not currently budgeted.

**5. Saa-ust and Indigenous healing and wellness center. Are these already in the 2020 budget?**

Staff are working on several healing and wellness initiatives:

- **New Indigenous Healing & Wellness Centre for Women** - \$700K (capital) secured in 2019 for an Indigenous Healing and Wellness centre in partnership with VCH Aboriginal Health and Atira – Plans underway to initiate at 41 E Hastings with focus on Indigenous women (occupancy 2021).
- **Saa-ust Centre** – Currently operated at 42-44 East Cordova, these services continue to support individuals and families post-MMIWG Inquiry. Staff have recommended a lease extension for Council approval (November 24, 2020) until the end of June 2021. Operations are currently provided by the Indian Residential School Survivors Society (IRSS) with ongoing operational funding to be recommended in 2021 through Social Policy grants.
- Plans to relocate Saa-ust to a new, longer-term space in the Downtown Eastside are underway, including \$2.0 million through the 2021 Capital Budget for ~4,000 s.f. within the Aboriginal Land Trust (ALT) Project at 52-92 East Hastings. A service RFP is anticipated for long-term operations.
- Supporting implementation of the **2019 Crab Park motion** – RFP drafted for an engagement plan to create an Indigenous Healing Centre as part of the port expansion process– Park Board to form a Working Group with the City and community [https://parkboardmeetings.vancouver.ca/2019/20190513/MINUTES\\_PB-20190513-Board.pdf](https://parkboardmeetings.vancouver.ca/2019/20190513/MINUTES_PB-20190513-Board.pdf).

In addition, staff have supported the need for multiple sites for expanding Indigenous healing and wellness sites and practices across Vancouver:

- a. The North East False Creek (NEFC) Plan also identified the need for space for Indigenous cultural practice.
  - b. Grandview-Woodlands has the highest absolute number of urban Indigenous residents in Vancouver than any other neighbourhood, with healing and wellness offered through youth and Elder programs at UNYA Native Youth Centre and Vancouver Aboriginal Friendship Centre, both redevelopment projects under the City's Housing Vancouver priorities.
  - c. Vancouver Coastal Health and the City have partnered to operationalize Indigenous healing and wellness sites over the last 5 years, including: a) Urban Indigenous Healing and Health Cooperative (UIHCC); c) Urban Native Youth Centre – Native Youth Health Clinic; d) Lu'ma Native Health Clinic.
  - d. Investing in partnership and program funding through the Mayor's Overdose Emergency Task Force to support MVAEC and the Pacific Association of First Nations Women (PAFNW) on healing initiatives; as well as support for the MVAEC Urban Indigenous Opioid Task Force.
  - e. Investing in MVAEC's Urban Indigenous Strategy (UIS), a comprehensive, integrated wellness strategy outlining urban Indigenous priorities for Vancouver (approved in Budget 2020).
- 6. Is this the right dollar amount for support to Advisory Committee members etc.? Some confusion on the description in Sheet 1(92K vs 15 K) (weddings vs support)? Is this one time?**

We had mislabeled the micro wedding \$s and advisory committees \$s.

The \$92K advisory committee initiative is ongoing and is not included in the base 5% scenario. Micro weddings initiative is \$15K, which could be managed within the 2021 budget.

**7. TEPP Program costs and lost revenues at \$1.93M – e.g., options for asking businesses to pay for their patio permits for 2021. Would this require Council re-visiting a vote? What are our options for cost-recovery?**

Council would need a motion to rescind the previous decision. It requires the person who voted in affirmative to bring this motion forward and requires 2/3 of affirmative votes to pass. Once they pass the motion (reverse decision), the original motion is now on the floor for council to debate or amend.

Staff will pursue opportunities for 3rd party funding but at this time there isn't a funding program that could fund this initiative.

**8. Regularize 5 positions in City Clerks - Can this be split over two years?**

Funding for 4 of the 5 Positions is needed in 2021, Any delay in hiring will impact Clerks ability to deliver on priorities and Civic events coordinated by the Clerks team. The 5th position is to support the Wedding program and this support can be managed within the existing budget and revenue generated by the Wedding program. Please see additional details below.

The Office Coordinator, Planning Analyst and Manager of Civic Agencies contribute to assisting us with other priorities so we can focus on council meetings. We only have two staff members to manage council meetings, therefore if the positions were not hired the work on other priorities would not be delivered.

The Protocol Coordinator II position will be crucial in our work to deliver on council's direction on the South Asian apology and other events that Council has adopted. The current incumbent has the South Asian background that has been assisting in the City's other priorities including the Vancouver Plan. If needed, this would be the only position that we can fund for half a year. This means we will lose the knowledge and expertise of the incumbent and some of council's priorities (civic events) will not be delivered.

The additional staff to support the Wedding program can be covered for the first half of 2021 within existing budget and cost recovery.

Please refer to answer 16 in memo # 1 included in the appendix below.

**9. Is there confirmation that the \$800K allocated for the independent auditor general would only be partially spent in 2021 (with later-in-year hiring and fewer staff hired) and carry over into 2022?**

\$800K is the amount expected to fund the office including a partial team of the Auditor General and 3 FTEs for a full year in 2021. The full team would be funded in 2022 with an additional \$1.2M needed in 2022 for the full office staff of 10 FTE based on cost estimates provided in the report to Council. The \$500K carry forward which is currently in the 2020 budget could be used for one time costs (recruiting, Technology, tenant improvement costs

and move costs, etc.). It is not an ongoing amount, and if used to fund ongoing staff salaries would require a tax increase or other funding source in 2022.

**10. Estimated timeframe for report back on Charter core services review?**

The response will be shared with Council in a separate memo.

**11. What % of exempt staff are at top salary step? (c. 50%?)**

Presently, as of November 10, 2020, 45% of exempt staff are at the Maximum of their Salary Range. (Auxiliaries were removed from the data.)

About 50% of VPL exempt are at Salary Range Maximum.

**12. Is it possible to create a COVID contingency of 1% property tax (\$8M)?**

Yes, council can raise the tax increase in 2021 draft budget from 5% to 6%. Council can also choose to realign dollars within the 2021 draft budget with related service impacts with no impact on tax rate. Additional information for service impacts has been provided in the supporting information on Sheet 4, however further service reductions are not recommended by staff. Reductions of 1-2% to staffing from the original 2020 budget and the associated service impacts are already incorporated into the 2021 Draft budget.

**Fire:**

**13. Did VFRS implement a 1% reduction in 2020?**

Yes, through the delay of 2020 growth plan, including timing of staffing Medic 11 and holding the Mental Health Professional and Accreditation Manager positions vacant for the full year.

**VPD:**

**14. Why are the 9 (of 11 total) community policing centres that are independent of the Police Board under VPB and not a different city department? Could we reduce the police budget in order to specifically shift \$ to these 9 CPCs? Is the other \$150K noted in the budget notes for 2022 for these 9 CPCs? Is it one time or ongoing?**

This initiative was started by the VPD in 1994, when the community at Joyce and Kingsway area was experiencing significant crime issues. The community in that area banded together, formed a group, and approached the VPD, to create a working partnership. The idea of partnering with the VPD was to build a better relationship with the police and work together towards addressing crime and create a safer, stronger, community. This initiative proved to be extremely successful and has now grown to where we're at today, with other communities coming on board, for the betterment of their own respective neighbourhoods. This

partnership is successful because of the VPD's continued commitment to the program, to a community-based policing model that looks beyond immediate issues and searches for realistic longer term answers to complex community issues and concerns. The VPD also solicits public input and feedback and provide a policing perspective in community planning, which develops and maintains community relationships and more importantly, builds trust. Furthermore, we respond to citizens in their respective communities with sensitivity and care, especially with different cultural and special needs groups, including the vulnerable.

City Council provided funding directly to the CPC's through the VPD's budget (refer to RTS 5991, July 18, 2006). This funding is "fenced off" within the VPD's overall budget to flow directly to each CPC. In essence, VPD is the intermediary between City Council to flow the funds to the CPCs. Outside of this "fence" is VPD's operating budget; therefore, shifting from this funding will result in a negative impact to core police services.

The CPC's are critical organizations. They are small organizations with huge impact. What they receive through the VPD is similar to a grant, however as it is through the VPD's budget, these allocations were not adjusted annually for inflation, as is done with other City grants. The inflation for grants are critical for small organizations with limited revenue streams and rapidly increasing costs.

Since 2005, the CPC's have only received an increase in 2017 (\$20,000 each) during start of the opioid crisis and again last year in 2020 (\$13,636 each).

The current annual funding for each of the 9 independent CPC's is \$141,836, which have been financially challenged to pay rent and staff a living wage. These 9 CPC's are separate Societies and run with their own Board. Granville and Kits-Fairview are run by the VPD and funding for those is less, at \$103,636/year.

Currently, the 9 CPC's receive \$141,836/year.

During the 2020 budgeting process, collectively, all of the 11 CPCs came together and asked for an increase of \$700,000, for on-going costs. While cognisant of the city-wide financial pressures, the VPD worked with the CPCs and in 2020, \$150,000 for on-going costs was put forward and approved by Council. For 2021, \$350,000 for on-going costs was put forward; the \$350,000 was broken down into two groups,

- For the first group of \$200,000 the Equity team recommended prioritizing \$100K in funding for communities experiencing stress and also communities experiencing racism and discrimination. The four prioritized CPCs were South Granville/Yaletown and West End/Coal Harbour, Aboriginal Policing Centre, and Chinatown CPC. (Please note: Strathcona CPC was not included as they had recently received a significant investment). It was recommended that the VPD allocate the remaining \$100,000 based on other urgent needs.
- For the second group, the remaining \$150,000 would be allocated among the remaining CPCs.

If the \$350,000 is approved in 2021, the CPCs will require the remaining balance of \$200,000 in 2022.

It should be noted that the CPC's speak as one voice and they share common ground on much of their programs, initiatives and outcomes. They have made it very clear, both historically and presently, that they value the relationship with the VPD and their success is because of the current framework. This has been recognized throughout North America as the leading practice on CPCs and the VPD routinely fields inquiries from abroad on how they can develop similar type models. The fundamental underlying premise according to the CPCs is this unique partnership with the Police. In addition, the CPCs have their own board and make decisions independent of the VPD, they have presented multiple times to the Vancouver Police Board on the significance of this relationship with VPD.

The CPCs have made it clear that funding be distributed equally, for a number of reasons including they feel they have the best understanding on the financial challenges, needs, and concerns of each CPC. As it relates to equity racism and discrimination, the CPCs have expressed that these issues are not limited by geography and each community needs work done on this front. For instance, when it relates to the recent escalation of Chinese hate crime of over 800% this year, the Asian community is impacted broadly across the city.

**15. Year 3 Ops annualized funding (~ \$2.2 M) – clarification on what that is?**

This funding is not for new or additional hires in 2021, but for existing hires from 2020 and is a fixed cost to the VPD.

For the 2020 budget, Council approved one-time salary reductions for hiring delays.

In 2020 the VPD hired an additional 25 police officers and 10 civilian professionals as recommended for the third year of a 5-year Operational Review. These hires were phased in during the year, with most of the civilian staff hired in the latter half of 2020 given the one-time salary reduction. Even in a normal year without reductions, the VPD is funded for the Operational Review hires on a pro-rata basis to account for the timing of hires.

As a result, the VPD's 2020 budget does not include a full year's salaries and benefits for the new hires. Therefore, in the 2021 budget year, the increase of \$2.2m is to "top up" to get to the full year's cost for salaries and benefits and other related costs, such as equipment and uniforms to ensure that police officers are outfitted to perform their duties.

As the \$2.2m is for existing staff hired in 2020, if the funding is not included in the 2021 budget that would mean that the VPD does not have enough funding to pay their annual salaries. As a result, the VPD would be forced to manage additional vacancies through attrition. This equates to not replacing 20 police officers. This is in addition to the 1% city-staff imposed budget reduction at approximately \$3.1m, equivalent to approximately 34 officers. This would negatively impact existing service levels including: slower response times to emergency calls, reduced service levels to citizens and businesses, limited ability to respond to non-emergency calls, greater risk of unsolved crimes and cases being lost in court, and increased rates of officer burnout. Throughout the course of the 2020 year, added public safety challenges included pipeline protests, anti-Asian hate crime incidents, increase in violent crime and weapons seizures, gang conflict, COVID-19 pandemic, encampments, and the growing increase in disorder and crime, especially in the north- half of the City (Downtown core, Granville Street, Davie Village, the West End, Strathcona, Chinatown and Yaletown).

**16. Did VPD implement a 1% reduction in 2020?**

The Vancouver Police Board did not support the 1% reduction as requested by City Council. The VPD is a core and essential service, and while some City operations were able or were required to scale down during the pandemic, public safety needs remained consistent or increased, such that the VPD's operations cannot cease or be delayed. While property crime may have been down in 16 of Vancouver's 24 neighbourhoods (driven by decreases in theft from autos and minor thefts), as for our most concerning crimes we saw an increasing in the following categories: violent crime went up in 16 of 24 neighborhoods, serious assaults are up in 19 of the 24 and VPD seizures of offensive weapons are up in 13 of 24. Given the increased gang violence, there has been 56% increase in homicides and a 23% increase in seized firearms. While calls for service may have declined during the pandemic, Priority 1 calls, which are the highest priority call as there is an in-progress risk of violence or serious injury, have increased by 1.5% such that workload has not declined.

In matters of financing, the police budget process is expressly set out in the Police Act: the board submits a "provisional budget" to council for its approval, a council then "must" include in its budget the costs in the provisional budget, and if a council does not approve an item in the budget, either council or the board may apply to the Director of Police Services, who must determine whether the item or amount should be included in the budget.

Once that process concludes, either through council approval or the determination of a budget dispute through the Director of Police Services, the budget process is at an end. If the council were able to revisit the budget after the conclusion of this process, there would be no need for the Director's role under section 27(3): a council could agree to the provisional budget, and then later revisit the budget and reduce it. Council cannot act in a fashion that evades the Director's superintending role in sections 27(3) and (4).

**17. Police Operational review:**

**a. Did Council fund the Police Ops Review fully in 2020?**

For the 2020 budget, Council approved one-time salary reductions for hiring delays.

In 2020 the VPD hired an additional 25 police officers and 10 civilian professionals as recommended for the third year of a 5-year Operational Review. These hires were phased in during the year, with most of the civilian staff hired in the latter half of 2020 given the one-time salary reduction. Even in a normal year without reductions, the VPD is funded for the Operational Review hires on a pro-rata basis to account for the timing of hires.

As a result, the VPD's 2020 budget does not include a full year's salaries and benefits for the new hires. Therefore, in the 2021 budget year, the increase of \$2.2m is to "top up" to get to the full year's cost for salaries and benefits and other related costs, such as equipment and uniforms to ensure that police officers are outfitted to perform their duties.

**b. Did VPD hire in 2020?**

Yes, in 2020 the VPD hired an additional 25 police officers and 10 civilian professionals as recommended for the third year of a 5-year Operational Review. This was the first

year that the VPD's staffing rose marginally above 2009 staffing levels, despite the city growing 11% and the region's population increasing over 17%.

**Hiring summary of the VPD's 5-year Operational Review approved by Council in 2017:**

	Initial Hiring Plan		
	Sworn	Civilian	Total
Year 1 - 2018	30	10	40
Year 2 - 2019	25	12	37
Year 3 - 2020	25	10	35
Year 4 - 2021	20	10	30
Year 5 - 2022	20	10	30
	120	52	172

As a result of the citywide financial challenges in 2021, the VPD's proposed budget with the 5% property tax scenario does not include funding for Year 4, 2021 additional new hires. As a result, the Operational Review will be further delayed by a year, subject to funding in future years, as follows:

	Delayed Hiring Plan		
	Sworn	Civilian	Total
Year 1 - 2018	30	10	40
Year 2 - 2019	25	12	37
Year 3 - 2020	25	10	35
2021	0	0	0
Year 4 - 2022	20	10	30
Year 5 - 2023	20	10	30
	120	52	172

**Engineering**

- 18. Horticulture maintenance program: does this relate to maintaining and expanding tree canopy (especially on the east side and ensuring newly planted trees survive), as opposed to manicuring boulevards etc.? Is there not enough money in Park board budget to maintain our tree canopy?**

The street horticulture program is for the maintenance of shrubs and grasses in the roadway boulevards and medians across the City. The maintenance of these spaces is focused on keeping safe sight lines for drivers and people on foot/wheels and overall street cleanliness,

while maintaining vegetated spaces that can absorb rainfall and reduce summer heat island impacts. While horticulture assets and budget is held within engineering, the service is largely delivered through an agreement with Park Board.

An example of the increased demand on this program budget is the need for the maintenance along arterials to be done at off-peak traffic hours (on weekends) to minimize disruptions and ensure staff safety. The planting and maintenance of street trees is coordinated but separate from this program.

**19. Veterans Parking at \$500,000 (the amount estimated by staff). Can staff adjust this downward based on comments made by the veterans and veteran organizations that presented to Council? i.e., on what basis do we understand this as being a \$500,000 'forsaken revenue' item?**

See question 7 earlier about procedures for reconsidering decisions. Staff would not recommend adjusting this estimate downward as the estimate was prepared using the best available information available to staff, including the number of veteran plates within and outside Vancouver and usage information. The actual use will be monitored and used for future forecasts.

**20. Is EV charging infrastructure a one-time expenditure? And, is there a chance to meet equity objectives by locating near rental buildings, for example?**

The EV charging infrastructure budget is a one-time capital expenditure (not ongoing operating) though more capital may be needed in future Capital Plans. The \$500K earmarked in the 2021 budget for EV charging has an equity component. The funding is primarily meant for neighbourhood-focussed charging (Level 2 chargers) in areas where off-street charging is not an option (i.e., rental apartments). Some EV budget will also be used to support EV charging installations in rental buildings. The money will also go towards supporting charging for passenger fleets such as car-sharing and ride hailing, which are often entry level low paying jobs. Plus, we're confident this budget will help us leverage matching funds from other levels of Gov't that will reduce the amount needed for future asks.

**21. In the supporting document "priorities not in the 5%", within the \$1.5M line item "Accelerating Action on Climate Change - Walking/cycling improvements": Does this include increasing the number of curb cuts that we are building? Can we get a little more info on this, particularly on the walking/pedestrian side of it? Walking/cycling improvement - Does walking/cycling improvements include slower, safer streets work plus re-allocation of 11% of streets?**

Yes, for all of our walking and cycling projects we're looking at them through a lens of the 11% reallocation of street space. Some of this funding will be used to roll out the next phases of slow streets which will be looking at reducing vehicles on streets and reallocating that space to people. Vancouver Plan is also building road space reallocation into the thinking – particularly around complete connected neighbourhoods

## **Appendix 4 – Potential 2021 Investments in Street Cleaning (Nov 25, 2020)**

The purpose of this memo is to provide Council with a summary of potential ongoing and one-time investments in the City's Street Cleaning programs to address challenges in maintaining public realm cleanliness through 2021. These potential investments are not included in the 2021 base budget; however, \$675,000 for one-time street cleaning initiatives was included in the 2021 Budget Council report as a consideration. Details of the \$675,000 in one-time initiatives are included in this memo.

### ***Background***

Over the past several years Vancouver has experienced a significant growth in transients, homelessness and encampments, along with the associated increases in litter, debris, abandoned materials, urine, feces and needles in the public realm. Service needs in some areas, including the Downtown Eastside (DTES), Granville Street, the downtown core, Chinatown, Gastown, Yaletown, East Hastings and Strathcona have increased drastically. Individual Councillors as well as Council as a whole, have been approached by residents, businesses, BIAs and community groups to increase the level of street cleaning services to address the increasing challenges.

Engineering resources allocated directly to maintaining street cleanliness, the majority provided through Sanitation Services, are under more and more pressure to provide higher levels of services City wide, in particular around encampments and areas impacted by increased homelessness and transients. Since the beginning of the pandemic these resources have been reallocated, diverting them from areas of lower need to areas of higher need. Increased services being provided in the DTES, around Strathcona, and on Granville to address challenges in those areas draws more resources from a service that is already stretched thin. The impact of this is that in other areas, like Chinatown where demand is high, additional servicing is not possible or those areas may even witness reduced levels of service.

### ***Street Cleaning Metrics***

Metrics gathered for the last 3 years, illustrated in Table 1, show a steady increase in demand for servicing, as well as significant increases in the amount of material collected by Sanitation and under the Street Cleaning Grant Program. Despite lower demand via 311, the need for service increased drastically in the DTES and surrounding areas, where more people were on the street due to shelters/outreach and other services being closed. The level of effort required from Sanitation services, working jointly with the EOC to meet demand is much higher than would be illustrated through 311 calls.

As restrictions were loosened and more people were out on the street and in parks, there was an immediate increase in 311 service requests from the public, particularly in City parks, as well as extra service request from the EOC, from ACCS, BIAs and community groups.

Table 1 – Street Cleaning Metrics

Metric	2018	2019	2020 projected
All Street Cleaning calls	25,775	26,067	28,000
Abandoned calls	21,608	21,963	22,500
Litter/debris calls	2,266	2,737	2,740
Sidewalk littercan calls	1,716	1,175	750*
Feces calls	167	871	800*
Discarded needle calls	3,460	5,204	5,400
Abandoned items collected – Sanitation	130,867	164,216	197,650
Needles collected – Grant Program	72,608	116,771	75,000 (reduced service Mar-May)

\*reflects 3 months COVID-19 of lockdowns and closures during March to May

## **Key Issues**

The following outlines some of the main areas of concern.

*Urine and feces* - Over the past 3 years there have been increasing issues and subsequent complaints about urine and feces in the public realm, most notably in areas around encampments and in the downtown core. Although staff are working on longer term solutions to provide more washroom facilities, there is an immediate need to address this problem as there is currently no dedicated program to deal with this issue.

*Litter and debris* - Over the past 3 years as homelessness, transients and encampments have continued to grow, litter and debris have followed. The number of discarded needles continues to grow and COVID has significantly reduced the number of volunteer cleanups across the City and brought about a new PPE litter problem (masks, gloves, wipes). Higher capacity litter cans have been placed in many areas of the downtown. This has resulted in a significant reduction in overflowing calls, but more receptacles are needed to meet the demand.

*Urban issues* - Due to increased homelessness, transients and encampments City wide there is an increased response needed to collect abandoned waste & encampment cleanups both at large encampment sites and in locations which have migrated outside typical areas. Dedicated Urban issues crews are trained on how to appropriately and safely deal with these cleanups.

## **Potential Areas of Investment**

Table 2 attached, provides a listing of potential investment in program enhancements to increase the levels of service in key areas of the City most affected. The table is sectioned into two categories, 1) issues that staff feel are ongoing challenges, and 2) issues that appear to have been exacerbated by COVID-19 and encampments and could be addressed with one-time funding in 2021. For each potential investment proposed, the areas of focus, a brief program description and the cost is provided. If all programs were approved the total investment for 2021 would be \$2.2M, of which \$1.6M would be related to ongoing demand and \$0.7M would be one-time related to COVID-19. The amounts represent the maximum additional investment that could be implemented in 2021; however, the investment could be scaled down to lower amount and would be focused on the highest priority areas.

**Table 2 - List of investments**

Issue	Areas	Comments	Program	Amount
Urine and Feces	DTES, DV BIA, Chinatown, Yaletown, Gastown, Hastings Crossing, Strathcona,	Over the past 3 years there have been increasing issues with Urine and Feces in the public realm due to increases in homelessness and transients.	Add daytime flushing in key laneways and alleys from March to October. The flushers can not be used in the winter due to potential for freezing and damage to equipment	\$125,000
Litter and Debris	DTES, DV BIA, Chinatown, Yaletown, Gastown, Hastings Crossing, Strathcona, Broadway, Parks in the area	Over the past 3 years as homelessness, transients and encampments have continued to grow litter and debris have followed.	Add a dedicated daytime cleanup crew (6 people) and sidewalk sweepers to provide regular cleaning of sidewalks.	\$600,000
Micro cleaning - Social Enterprises	DTES, DV BIA, Chinatown,	Additional cleaning support is needed to address increases in needles and litter on sidewalks.	Expand the social enterprise micro-cleaning - Grant Program	\$150,000
Litter and Debris	City wide	Due to increasing demand there is a need for additional litter cans throughout the City.	300 additional litter cans and crew to collect.	\$250,000
Litter and Debris	City Wide	Increase daytime sweeping in hotspots outside downtown core	Additional Sweeper Operator - Dayshift	\$125,000
Urban Issues	City wide	Due to increased homelessness, transients and encampments City wide there is an increased response needed to collect abandoned waste & encampment cleanups which have migrated outside typical areas	Additional 3 staff to support expanding services to challenging areas around the City.	\$300,000
<b>Total ongoing</b>				<b>\$1,550,000</b>
Issue	Areas	Comments	Program	Amount
Urban Issues	DTES, DV BIA, Strathcona	Increasing efforts needed to address encampments, transients, homelessness, street camping and vending	Supports additional 6 staff and equipment for 2nd round of daily cleaning on Hastings, increased abandoned waste & encampment cleanups around Strathcona and City wide	\$600,000
Litter and Debris	DTES, DV BIA, Chinatown, Yaletown, Gastown, Hastings Crossing, Strathcona, Broadway, Parks in the area	Over the past 3 years as homelessness, transients and encampments have continued to grow litter and debris have followed.	Add a dedicated daytime cleanup crew (6 people) and sidewalk sweepers to provide regular cleaning of sidewalks.	\$75,000
<b>Total one-time</b>				<b>\$675,000</b>

As alternatives to the plan set out in the above table, the investment amounts in the table above could be adjusted as follows:

- The litter and debris ongoing investment could be reduced by \$200,000 by reducing 2 FTE with a reduced focus on the DTES and Strathcona. The focus would be on DVBIA, Chinatown, Yaletown, and Gastown only.
- The increase in daytime sweeping in hotspots outside downtown core investment could be reduced by \$125,000 by not including this activity.
- The one-time investment in urban issues in DTES, DVBIA, and Strathcona could be reduced by \$200,000 by reducing 2 staff and focusing only on Hastings and Strathcona.

## **Appendix 5 - Questions answered in Council Memo # 5 (Nov 29, 2020):**

### **General**

#### **1. Where is the mention of the \$16M from the feds?**

\$16M from federal government is mentioned in the highlights under Message from the City Manager and Vancouver response to the COVID-19 Pandemic. It is also mentioned in Part I: Building the Budget Operating Budget, under the revenue stabilization reserve section (page B-44).

#### **2. Is there a line item in the budget that shows that we are using reserves and if so where and if not, why not? For 2021, are we using \$57M of reserves or \$57M -16M?**

Yes, the use of reserves is highlighted in Part I: Building the Budget Operating Budget. In the operating budget table, it is shown under General Government as other fund and reserves transfers line (page B-55). The planned reserve requirement to balance the 2021 Draft Budget is \$57 million. With the provincial funding commitment for recovery of \$16 million, the reserve balance level after commitments would reach 1% of non-utility revenues at the end of 2021. This would be the minimum level that should be maintained in the reserve, in case of unforeseen events such as second wave risks, continued revenue risks in 2022, or other snow or extreme weather risks. If revenue declines continue in 2022 and beyond, it will be necessary to adjust service levels and/or increase taxes. The revenue stabilization reserve level will need to be replenished over the next few years. To get back to the target balance level, an additional \$70 million - \$80 million would be required which could come from a 2% additional tax / service reductions each year for 3 years, or 1% additional tax each year for 5 years. Each 1% increase in the reserve level would require around \$13 million in funding.

#### **3. COV comparisons with other municipalities for 2021 tax rate increases. Also, highlight context for the analysis.**

A benchmarking comparison to other municipalities 2020 and 10-year average tax increases is included in Part 1 (page B-14). For many municipalities, 2021 tax rate information is not yet public and has not been finalized. Note that Staff is working on collecting available information, which will be shared in a subsequent memo.

#### **4. What does “all entities” mean? What entities are they?**

All entities, included in the consolidated budget, are wholly owned subsidiaries of the City of Vancouver. Each entity is briefly described below:

- a) **Pacific National Exhibition (PNE)** operates Playland, the annual PNE fair, the Pacific Coliseum and other facilities on the PNE site.
- b) **Vancouver Economic Commission (VEC)** is the economic development agency of the City of Vancouver.
- c) **Vancouver Public Housing Corporation (VPHC)** operates non-market rental housing at Alexander Residence, Barclay Heritage Square, Central Residence, New Continental Residence and Roddan Lodge.
- d) **Vancouver Affordable Housing Agency (VAHA)** works with a variety of partners to develop below-market housing on City-owned land.
- e) **Vancouver Parking Corporation (EasyPark)** operates City-owned parking lots.
- f) **Vancouver Civic Development Corporation (VCDC)** currently holds investments of about \$11.8 million. It was originally created in 1978 to sell taxi licenses and has been used to acquire and temporarily hold properties with existing tenancies until the tenancies have expired or been renewed to include payment-in-lieu of taxes.
- g) **Harbour Park Developments Ltd.** was purchased in 1974 to acquire the land and water lots now known as Devonian Park. Leading up to the 2010 Olympic Games, it was used to facilitate the restructuring and acquisition of certain properties from Millennium Development Corporation.
- h) **Hastings Institute Inc.** is a non-profit corporation that holds the income earned from the Hastings Institute Endowment Fund, which is managed by the Vancouver Foundation.

Because these entities are included in the City's consolidated financial statements, they also need to be included in the consolidated budget for comparability.

## **Fire**

### **5. Fire Operational review: Did VFRS hire in 2020?**

Yes, but some were delayed or held vacant to meet the 1% reduction requested in 2020 to address the Covid 19 impacts to the City's financial situation. Suppression positions approved in the growth plan were filled, but at later dates than originally intended. Two exempt positions approved in the growth plan for 2020, mental health professional and accreditation manager positions were not filled.

### **6. What would .75% of vacancies for VFRS mean in terms of \$ and Medic 11?**

For 2021, VFRS has a \$1.62M vacancy savings target. This includes \$1.34M (1% of the VFRS budget) related to holding 15 Firefighter positions vacant and removing Medic 11 from operation in 2021 and \$277K (in addition to the 1% vacancy savings target) related to continuing to hold the Mental Health Professional and Accreditation Manager positions vacant for the full year.

0.75% vacancy savings equates to \$1M. 25% of funding would allow VFRS to add staff in Q4 of 2021 and have them trained in time to have Medic 11 in service for 2022. VFRS prioritizes staff to the highest priority apparatus. Medic 11 would be staffed only after all

other priority apparatus are staffed. For Medic 11 to remain in service for all of 2021, VFRS would need the \$1.34M of vacancies savings added back to the department budget for 2021.

## **7. Did Council fund the Dark Horse Report fully in 2020?**

All required positions were approved in the 2020 budget and funding was reflective of timing of hiring.

Two exempt positions approved in the growth plan for 2020, mental health professional and accreditation manager positions were not filled during 2020. The 2021 Draft budget does not include funding for 15 Fire fighters (impacting the ability to staff Medic 11) in addition to the Mental Health Professional and Accreditation Manager positions which continue to be held vacant.

### **REFM**

## **8. Could we take more than 9M from the PEF if a reduced amount were used, for example, for property acquisition?**

The goals of the PEF are to:

- Manage the PEF assets in such a way as to preserve their real value and generate a reasonable economic return; and
- In addition, where it is possible without jeopardizing either the real value of the fund or the reasonable return on its assets, to support the City's public objectives.

The dividend comes from the operating income of the PEF. The Capital budget is to maintain the assets of the PEF and ensure the endowment continues, and therefore would not be directed to the operating budget. In 2021, the operating income is expected to decline as revenues are impacted by Covid-19. As well, the revenue from EasyPark which is incorporated into the fund is also decreasing significantly in 2021 due to the pandemic. Increasing the size of the annual dividend is a key objective of the long term, sustainable PEF strategy. Maintaining and increasing the dividend can only be achieved by acquiring income producing properties and preserving the asset value of the Endowment for future generations.

A portion of the 2021 Capital budget is earmarked for the acquisition of additional properties. Growing the PEF by acquiring income producing properties supports the long term priorities of the Endowment. The budget also includes large site pre-development costs that advance the deployment of strategic PEF sites to enhance the fund value and deliver public benefits such as affordable housing, childcare and public spaces. The acquisition budget is dependent on the unrestricted cash balance of the PEF. Increasing the annual dividend in 2021 will reduce the unrestricted cash balance and will negatively impact the long term return of the Endowment.

## **Engineering**

- 9. In the supporting document “priorities not in the 5%”, within the \$1.5M line item “Accelerating Action on Climate Change - Walking/cycling improvements”: Does this include increasing the number of curb cuts that we are building? Can we get a little more info on this, particularly on the walking/pedestrian side of it?**

The \$1.5M funding will allow us to expand our slow streets network, and deliver additional walking improvement projects within the City.

We are currently going through a prioritization process, in coordination with the Translink WITT program (Walking Infrastructure to Transit) , to identify walking improvement projects for 2021. The additional funds will help us match increased Translink WITT allocated funding (from \$750k to \$1M), as well as leverage the WITT competitive funding source (max 2 projects at \$400k cost share from TL) to maximize our deliverables. WITT funding is focused to improve pedestrian and walking infrastructure across the City, which also cover curb ramps. We are coordinating internally and looking for opportunities to top up the annual curb ramp program through cost sharing opportunities with Translink.

## Appendix 6 - Questions answered in Council Memo # 6 (Dec 1, 2020)

1. Looking for clarity on budget allocations for the Auditor General initiative as part of the 2021 Operating budget pursuant to Council's direction on the motion below to support this week in the coming year – I've highlighted salient components of Council's direction.

### Financial

**By approving this report, Council will be committing to the implementation of the Office of the Auditor General as outlined in this report. Upon approval, City staff will set aside funding for this amount in the 2021 budget and 5 year plan, and as part of the 2021 budgeting process staff will provide options to Council for the ongoing funding of the office from additional property tax or service level adjustments in other areas.**

The \$500k available in 2020 is for one-time costs. That could include the recruitment costs, any tenant improvements, IT equipment, etc. associated with setting up the office. There may be enough funding for the Auditor General Position for a portion of the year; however, additional budget would be needed to staff the office on an ongoing basis, even for a small team of 1-3 staff. Full costs are anticipated to be minimum of \$2M, which will need to be funded through taxes in 2022.

A total of \$800K for the Office of the Auditor General was included in Sheet 1 – Prioritized list, for Council to consider for ongoing funding from additional property tax or from service reductions in other tax-funded areas on Sheet 4. The \$800K includes Funding for 2021 staffing, leasing, and other ongoing costs for a portion of the team as part of a multi-year implementation of the Office of the Auditor General. (\$350K would fund the Auditor General's annual salary and benefits and a support staff. Additional costs of \$450K could include 3 FTEs salary and benefits, shared support services, as well as ongoing lease costs).

Additional information included in Appendix 1 under Q3 and Appendix 3 under Q9.

**2. Would it be possible to confirm the following:**

**a. Are vacancies citywide being held into 2021?**

Yes, vacancies are being held in the 2021 budget ranging between 1-2% by department. The table below has been included in Sheet 6 the supporting information for the draft 2021 budget:

Department \$ millions	Core Business Vacancy	Core Business %	Deferred investments	2021 Vacancy Savings
<i>Arts, Culture &amp; Community Services</i>	(0.4)	1.4%		(0.3)
<i>Britannia</i>	(0.0)	1.0%		(0.0)
<i>City Clerks</i>	(0.1)	1.5%		(0.1)
<i>City Manager</i>	(0.1)	1.5%		(0.1)
<i>Civic theatres</i>	(0.1)	2.1%		(0.1)
<i>DBL</i>	(0.7)	1.9%		(0.7)
<i>Engineering PW</i>	(1.4)	1.2%	(1.3)	(2.7)
<i>Engineering Utilities</i>	(0.5)	1.0%	(0.2)	(0.7)
<i>FRS</i>	(0.6)	1.7%		(0.6)
<i>HR</i>	(0.2)	1.8%	(0.3)	(0.5)
<i>Legal</i>	(0.2)	1.7%		(0.2)
<i>PDS</i>	(0.5)	1.7%	(0.9)	(1.4)
<i>REFM</i>	(0.6)	1.6%		(0.6)
<i>Technology Services</i>	(0.5)	1.5%		(0.5)
<i>Library</i>	(0.5)	1.2%		(0.5)
<i>Park Board</i>	(1.0)	1.1%	(0.3)	(1.3)
<i>VFRS</i>	(1.3)	1.1%	(0.3)	(1.6)
<i>VPD</i>	(3.1)	1.1%		(3.1)
<b>Total</b>	<b>(11.9)</b>	<b>1.2%</b>	<b>(3.2)</b>	<b>(15.1)</b>

**b. How many vacancies (FT/PT FTE equivalency) does this equate to?**

Citywide FTE information has been provided in the budget report on page C-6. The 2020 forecasted FTEs have decreased from 2019 by 180 FTE due to the COVID-19 pandemic resulting in facility closures in mid-March, phased reopening in September, holding vacancies and deferring work until 2021. Changes in 2021 FTEs are reflective of reopening and restart of most facilities and filling of outstanding approved vacant positions. Consistent with the City-wide approach to continue to hold vacancies into 2021, the year-over-year change includes vacancies being held at the 1-2% of core business level and associated service level reductions.

### Full-time equivalents (FTE) table

City of Vancouver Full-time equivalents (FTE)	2017 Actuals	2018 Actuals	2019 Actuals	2020 Budget- Forecast (Published last year)	2020 Forecast	2021 Draft Budget - Forecast
<b>Department</b>						
Police Services	1,864.6	1,910.1	1,911.4	1,981.4	1,933.8	1,899.8
Library	504.9	499.0	504.3	502.9	393.4	504.3
Fire and Rescue Services	811.5	822.7	834.2	872.6	855.6	846.5
Parks & Recreation	1,029.4	1,053.8	1,085.5	1,111.9	940.3	1,137.4
<b>Engineering Services</b>						
Engineering Utilities Waterworks	157.1	166.1	174.0	187.2	179.7	185.0
Engineering Utilities Sewers	262.6	277.3	291.3	306.8	313.3	310.9
Engineering Utilities Solid Waste	209.1	214.7	214.0	219.0	223.6	224.1
Engineering Utilities NEU	6.6	5.1	7.8	7.3	8.4	8.2
Engineering One Water	9.9	14.0	34.0	50.1	47.8	52.7
Engineering Public Works	1,182.4	1,232.2	1,296.9	1,325.4	1,299.7	1,273.7
Planning, Urban Design & Sustainability	140.5	160.6	188.0	238.2	212.6	221.1
Development, Buildings & Licensing	286.2	308.7	333.3	335.3	336.3	339.4
Arts, Culture & Community Services	300.3	322.1	336.0	353.3	323.6	331.8
Corporate Support	1,189.3	1,247.0	1,257.2	1,289.9	1,228.3	1,287.4
Mayor & Council	24.8	23.1	25.4	25.1	24.6	24.9
Britannia	25.5	29.3	29.1	28.5	21.8	29.1
<b>Total Full-time equivalents (FTE)</b>	<b>8,004.9</b>	<b>8,285.7</b>	<b>8,522.6</b>	<b>8,835.1</b>	<b>8,342.9</b>	<b>8,676.4</b>

### Notes

1. In 2017, the Office of Emergency Management Division which previously reported under the City Manager's Office (Corporate Support), was transferred to form the new Fire and Rescue Services and Office of Emergency Management Department.
2. In 2018, the Driver Services Division which previously reported under VFRS & OEM (Fire and Rescue Services & Office of Emergency Management) was transferred to the Finance Risk and Supply Chain Management department (part of Corporate Support).
3. In 2020, Engineering One Water is reported separately from Engineering Public Works.
4. In 2021, the Vancouver Emergency Management Agency (VEMA), previously called Office of Emergency Management, transferred back to the City Manager's Office (part of Corporate Support)

**VPD**

**3. It looks like there is \$88M in the capital budget for police. What is that for?**

The service category “Public Safety” (includes police, fire and animal control) consists of 3 sub services: animal control, fire and rescue, and police.

The \$88M refers to total 4-year capital plan (2019-2022) funding for the service category Public Safety and is broken down as:

- \$0.2M for animal control
- \$66.4M for fire and rescue
- \$21.1M for police

The table included in the budget book had a formula error, please see updated table below:

<i><b>Public safety</b></i>			<b>Capital plan AFTER recalibration</b>
<i>\$ millions</i>	<i>Subcategory</i>	<i>Capital Plan Program/Project</i>	
Animal control	Animal control	Capital maintenance program	0.2
		Renovations to keep facilities functional & efficient	0.0
		<b>Subtotal</b>	<b>0.2</b>
Fire & rescue	Fire halls	Capital maintenance program	1.8
		Design for future renewal & expansion of one fire hall	43.0
		Renovations to keep facilities functional & efficient	0.6
		Seismic upgrade to Fire hall #12 in Kitsilano	5.8
	Fire trucks	Renewal of VFRS vehicle & equipment	15.2
		<b>Subtotal</b>	<b>66.4</b>
Police	Police cars	Renewal of VPD vehicle & equipment	18.5
		Police facilities	1.3
	Police facilities	Capital maintenance program	1.3
		Renovations to keep facilities functional & efficient	1.3
		<b>Subtotal</b>	<b>21.0</b>
		Prior capital plan items	0.1
		<b>Total</b>	<b>87.8</b>

2. Another place it says 2.3M in new expenditures and another place it says \$4.7M for police vehicles? So I'm wondering how much is in the capital budget for 2021 for police and for what things?

Here is the summary of the 2021 Capital Budgets for police. \$4.7m is the new budget for Council to approve to enable planning and procurement of new vehicles in 2021. The 2.3m is the expenditure on vehicles in the 2021 year (as delivery of vehicles will take place over 2 years).

Lead Department	Projects	2021 Expenditure Budget	2021 Multi Year Capital Request
<b>Engineering Services</b>	Includes patrol vehicles, prisoner vans, non emergency light duty vehicles etc.	\$2.3M	\$4.7M
<b>Technology Services</b>	Includes licensing, computers and hardware replacements	\$3.1M	\$3.1M
<b>Real Estate &amp; Facilities Management</b>	Includes renovations, upgrades and external consultancy	\$2.3M	\$1.2M
<b>Total VPD Capital</b>		<b>\$7.7M</b>	<b>\$8.9M</b>

A detailed VPD capital budget summary is in progress and will be shared in the next response.