



# Council Meeting 2022 Budget Presentation

December 1, 2021



- Walkthrough of the Draft Budget for Council consideration
  - Context
  - Engagement Overview
  - Draft 2022 Budget – Highlights
  - Draft 2022 Operating Budget
  - Draft 2022 Capital Budget
  - 5 year Financial Plan
- Metro Vancouver Update
- Department Presentations
  - Police, Fire, Engineering, Parks and Recreation, Library, PDS, DBL, and ACCS
- Questions

# Context

- The Draft budget will be at a 5% property tax increase
- Council report will include for consideration - funding available for Council priority initiatives
  - \$9 million in one-time funding and \$1 million in ongoing funding which Council can choose to allocate
  - Council may also consider using the funding to replenish reserves, offset property taxes, or increase funding for capital renewal
- Councillors may bring forward amendments to add one time or ongoing initiatives from the prioritized list, and these can be funded by:
  - Allocation of the \$9 million in one-time funding or \$1 million in ongoing funding included in the draft budget as noted above
  - identifying offsets from the 4% and 3% scenario options previously shared with Council
  - through tax increases above 5%

- A strong recovery in 2021 and 2022 is expected to bring economic activity in Metro Vancouver to higher than pre COVID 19 levels
  - By 2022, Metro Vancouver real GDP will exceed 2019 levels by an estimated 4.1%.
  - The Consumer Price Index (CPI) for Metro Vancouver is forecast to increase by 2.4% in 2021 and 2.3% in 2022, for an average of 1.8% since 2019.
- CPI inflation has not been a good benchmark for the City's cost increases; cost drivers including Metro Vancouver levies, public safety wages, and construction costs have historically increases above CPI
- As of September, inflation for BC as a whole increased by 3.5% from the previous September, which is a higher level of inflation than has been seen in a number of years.
- Revenue projections assume that some revenues linked to economic activity, such as parking and recreation, will recover to 2020 budget levels by 2022.
- Revenues will be monitored throughout 2022, recognising there are risks in the revenue budget

- We have taken a **conservative and cautious approach** to building the 2022 Budget
  - Majority of 2022 Budget revenues, including parking and program fees, are expected to return to pre-pandemic levels.
  - All departments across the City identified work that could be deferred, held vacant positions, and found new cost efficiencies to reduce 2022 budgeted expenses by \$45 million
  - The general revenue stabilization reserve was used to offset revenue declines in 2021 and 2020; since the majority of the revenues are expected to return to pre-pandemic levels, the reliance on the reserve in 2022 is expected to be reduced.
- Despite financial challenges and uncertainty going into 2022, and the increased effort and costs involved in responding to the pandemic, the City continues to **deliver important services** that residents and businesses expect every day.
- We will continue to align our work to the priorities set by City Council, with the primary focus being to **maintain core services** as we have throughout the pandemic, despite challenges with increased work and decreased revenues to fund that work

## Timeline for 2022 Budget



- The City of Vancouver received the Distinguished Budget Presentation Award from the Government Finance Officer's Association (GFOA) for the 2021 Budget and Five Year Plan which recognize individual governments that succeed in preparing budget documents of the very highest quality that reflect both the guidelines established by National Advisory Council on State and Local Budgeting and the GFOA's best practices on budgeting
- C.D. Howe Institute's 2020 municipal fiscal transparency scorecard: Vancouver received one of the top rankings among Canadian municipalities of A+.
- Highest credit rating of Aaa/AAA:  
The City's strong financial management practices have been acknowledged by credit rating agencies, including Moody's and Standard & Poor's.





# Engagement Overview

- **Top issues and priorities** for Vancouver citizens and businesses, views on quality of life
- Resident and business **satisfaction with municipal services**
- **Preferences to balance the budget** and views on financial management
- **Tolerance for increased taxes** to fund services and programs

Method	Timing	Touchpoints
Civic Service Satisfaction Survey	April 19 - May 11	600 residents 200 businesses
Shape Your City project pages	July 14 - present	6.4k visits (as of Oct. 12) 1,222 interactions
Online survey (Talk Vancouver)	July 14 - Aug. 22	4,374 residents 829 businesses
Focused conversations	Aug. 17 - Sept. 25	35 participants 4 sessions

## Dashboard – Residents

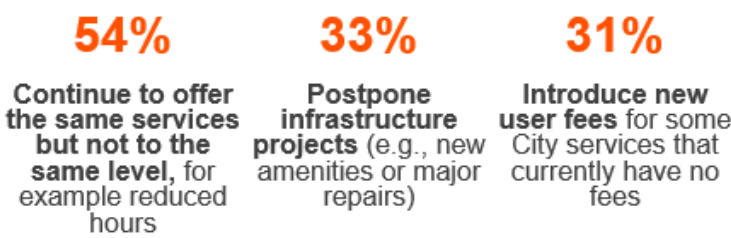
### QUALITY OF LIFE

#### OVERALL QUALITY OF LIFE



### FINANCIAL PLANNING

#### TOP 3 PREFERRED OPTIONS TO BALANCE BUDGET



Answer list changed in 2021 – no longer comparable to previous years.

▲ / ▼ Significantly higher/lower than previous year.  
2019 value is indicated in black text beside each arrow

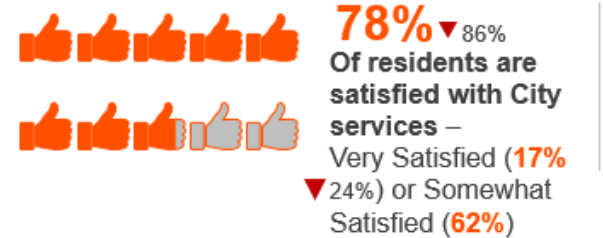
### IMPORTANT LOCAL ISSUES

#### TOP 3 ISSUES Answer list partially changed in 2021 – comparisons to previous years should be interpreted with caution.



### CITY SERVICES

#### OVERALL SATISFACTION WITH CITY SERVICES



#### TOP 3 SERVICES WHERE RESIDENTS FEEL THE CITY SHOULD INVEST MORE



## Dashboard – Businesses

### QUALITY OF LIFE

#### OVERALL QUALITY OF LIFE



**80%** ▼ 92%



Of businesses rate the overall quality of life as Good - Very Good (**15%** ▼ 38%) or Good (**65%**)

### FINANCIAL PLANNING

#### TOP 3 PREFERRED OPTIONS TO BALANCE BUDGET

**51%**

Continue to offer the same services but not to the same level, for example reduced hours

**45%**

Introduce new user fees for some City services that currently have no fees

**30%**

Increase user fees for City services that currently have fees

Answer list changed in 2021 – no longer comparable to previous years.

▲ / ▼ Significantly higher/lower than previous year.  
2019 value is indicated in black text beside each arrow

### IMPORTANT LOCAL ISSUES

#### TOP 3 ISSUES

Answer list partially changed in 2021 – comparisons to previous years should be interpreted with caution.

**38%** ▲ 0%

COVID-19 (NET)

**24%** ▲ 13%

Social issues (e.g., homelessness, poverty, childcare)

**11%** ▼ 22%

Affordability/cost of living (excluding housing affordability)

### CITY SERVICES

#### OVERALL SATISFACTION WITH CITY SERVICES



**72%**



Of businesses are satisfied with City services – Very Satisfied (**14%**) or Somewhat Satisfied (**58%**)

#### TOP 3 SERVICES WHERE BUSINESSES FEEL THE CITY SHOULD INVEST MORE

**52%**

Keeping our community clean - i.e., litter pick up, roads and sidewalks sweeping, receptacles etc.

**51%**

Street infrastructure and maintenance

**49%**

Fire rescue and medical response

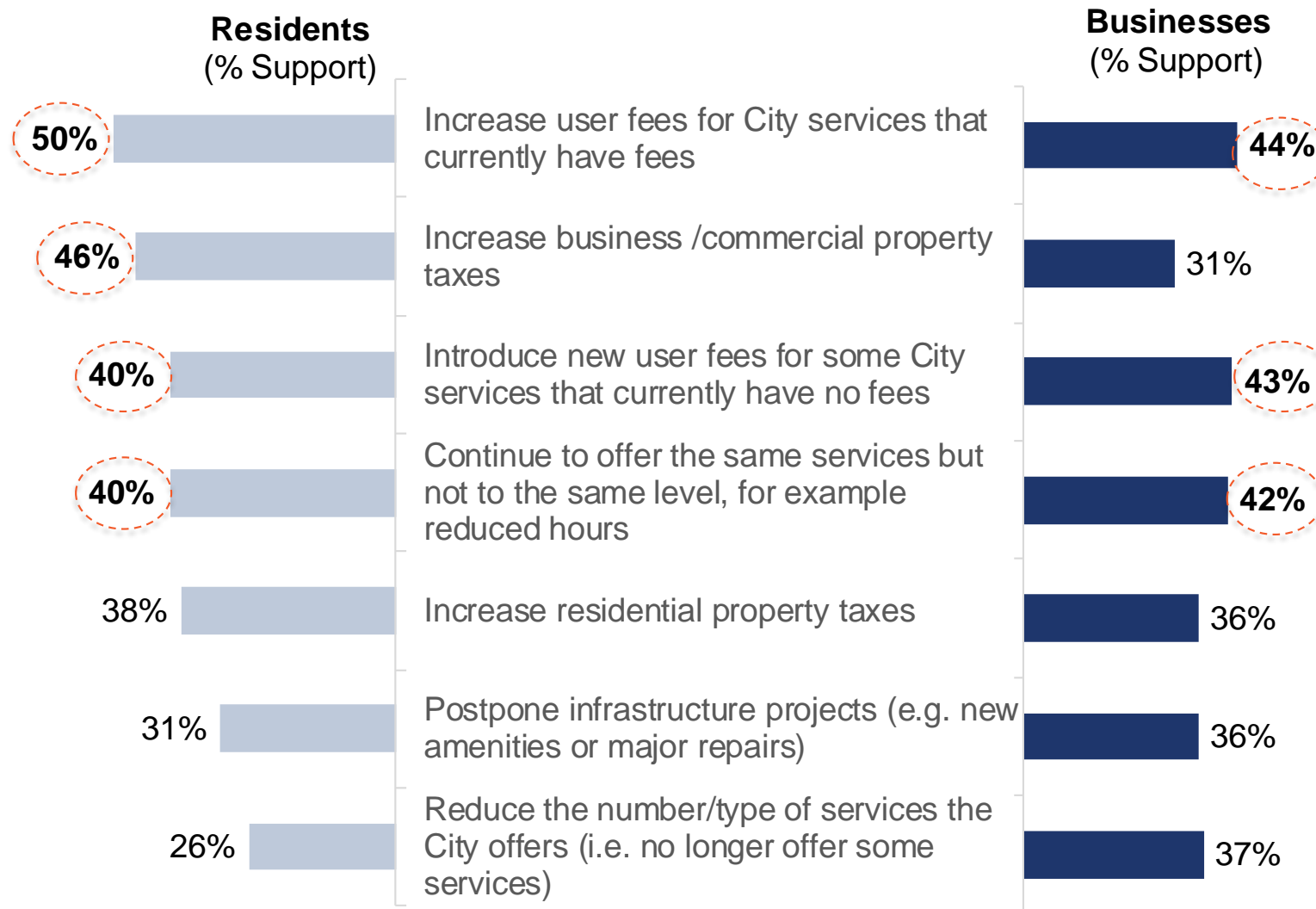
### Ranking of City Council Priorities

- **Residents** – differences by age
  - Under 40 - Top priority **Affordability and Housing**, followed by **Core Services** and **Climate Change**
  - Over 40 - Delivery of **Core Services**, **Affordability and Housing** and the **Economy** rank highest
- **Businesses**: Delivery of **Core Services**, and **Economy**

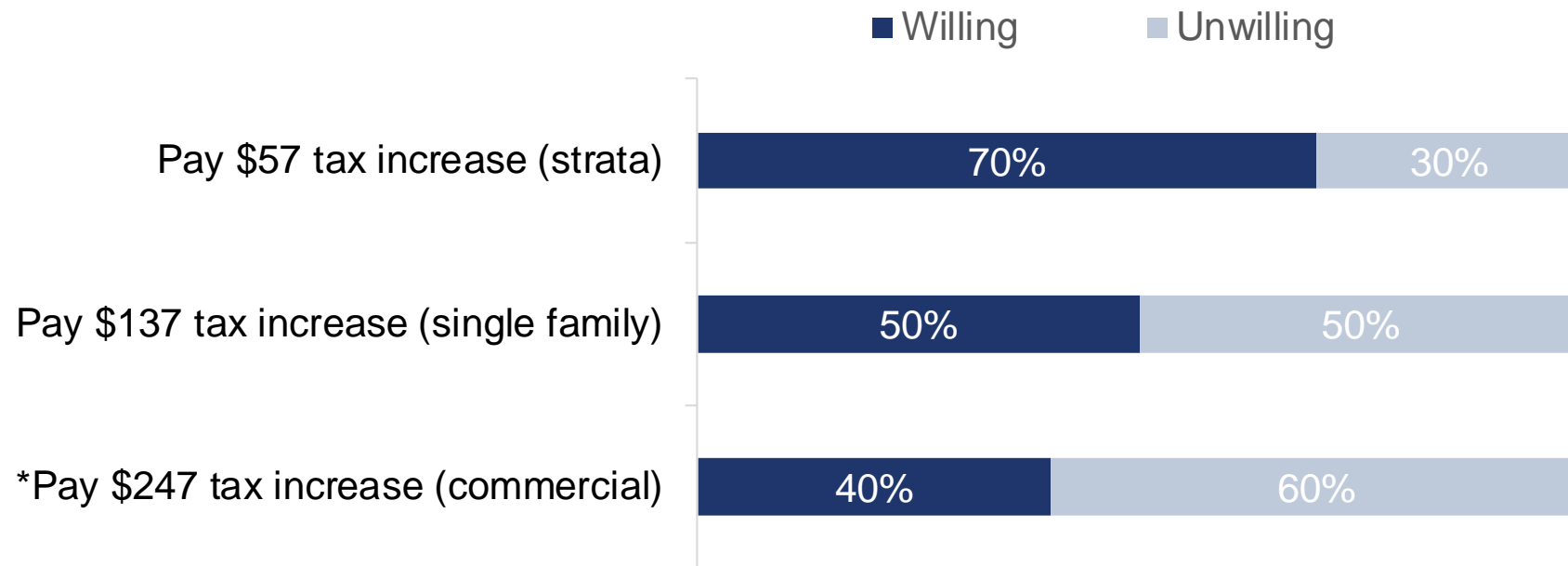
	Delivery of Core Service	Affordability and Housing	Economy	Equity and Social Issues	Climate Change
Residents	58%	51%	36%	19%	36%
<40 yrs	43%	64%	27%	22%	41%
40-59 yrs	67%	42%	43%	16%	30%
≥60 yrs	71%	40%	41%	14%	31%
Businesses	58%	42%	49%	17%	31%

# Online Survey Findings: Balancing the Budget

#VANBUDGET2022



- New for Budget 2022: public asked **willingness to pay a specific dollar value increase** (corresponding to a 5% tax increase)
- Willingness to pay tax increase is **higher when asked as dollar value**



- Four small group sessions with **people who face barriers to participation** in traditional budget engagement processes (qualitative approach)
  - Purpose was to hear from equity-seeking groups including youth, older adults, people experiencing low-income and ethnocultural community members
- Dedicated opportunity to **engage and listen**, develop nuanced understanding, build relationships
- Highlights of feedback
  - Top priorities: **Affordability and Housing**, and Equity and Critical Social Issues
  - City services: Maintain/increase funding to **public amenities**, community programming, housing; mixed views on public safety among participants
  - Most preferred method of balancing budget: **increase property taxes**
  - Apply **equity lens if increasing user fees**



### Top issues and priorities

- **Affordability and housing** top issues/priorities across all engagement results
- **Core services** top priority in Talk Vancouver survey; **Economy** is next important for businesses
- **Social issues/equity** among top issues/priorities in Civic Satisfaction Survey and Focused Conversations
- **Mixed views** on policing/community safety
- **Top services** where the City should invest more:
  - Residents: Homelessness services, enabling affordable housing, social policies & projects
  - Businesses: Keeping communities clean, street maintenance, fire rescue & medical response
- **Majority view quality of life** in Vancouver **as good** (more than 80%)

### Options for balancing the budget

- **Most popular**
  - Add/increase user fees\*
  - Reduce level of services\*
- **Least popular**
  - Increase property taxes (except for Focused Conversations)
  - Postpone infrastructure projects
  - Reduce number of services offered (not offering some services)

### Tax tolerance

- **50-70% of residents** willing to pay equivalent of a **5% tax increase** for 2022
- **Willingness** to pay tax increase is **higher when asked as dollar value**

\*Note: consideration for potential equity impacts of user fees and service level reduction

### **Focus on core services**

- Ensure core services valued by the public funded to maintain service levels
- Will consider any service level reductions, and impacts, carefully
- Significant work continues to support all of the Council/public priorities

### **Supports for people who are most vulnerable**

- Social supports, housing, access to services, shared public amenities

### **Consider public impacts of taxes and utility fees, user fees**

- Delivery of a budget with a 5% property tax increase requires significant effort to achieve necessary savings

### **Continued focus on pandemic recovery**

- Support for small businesses, development and local economy
- Carefully manage City finances, reserves

## Draft 2022 Budget - Highlights

- 5.0% property tax increase
  - \$137 additional per year for median single family home and \$247 per year for median businesses
- 6.1% blended utility fees increase
  - Water – 2.0%
  - Sewer – 12.5%
  - Solid Waste – 4.5%
  - \$104 additional per year for median single family home and \$100 per year for median businesses.
- **5.4% blended property tax and utility fees increase**
- Other fee increases include
  - Recreation user fees – 2.0 - 5.0%
  - All licence fees – 5.0%
  - Permit fees – 5.0%

- **Managing increases in fixed costs**
  - Increased costs to deliver existing services (such as salaries, insurance, increases in Canada Pension Plan rates and WorkSafeBC premiums)
  - Operating impacts of previously approved capital projects
  - Tax funded portion of utility costs (Metro Vancouver and pay as you go capital expenditure)
- **Identified savings, deferrals and efficiencies**
  - Departments holding vacancies at 0.5% - 2% of approved positions
  - ~\$45M in savings, deferrals and efficiencies; including some public facing services
- **Maintained \$142M in operating and capital spend to deliver on Council Priorities**
- **Discontinue reliance on general revenue stabilization reserve to achieve balanced budget**
  - The general revenue stabilization reserve was used to offset revenue declines in 2021 and 2020

# Indicative City Property Tax Impact of Draft 2022 Budget for Council Consideration

#VANBUDGET2022

## Indicative City Property Tax Impact of 2022 Budget\*

Assessed Value of Property (without Land Assessment Averaging)	Estimated 2022 Tax Bill (CoV Portion)	Change over 2021
Median residential strata unit assessed at \$711,000	\$1,194	\$57
Median overall residential unit assessed at \$1,183,100	\$1,987	\$95
Median single-family home assessed at \$1,717,000	\$2,883	\$137
Median business property assessed at \$1,024,000	\$5,195	\$247

\* Note that the 3-year tax shift program from non-residential properties to residential properties was completed in 2021, at a rate of 1% in 2019, 0.5% in 2020 and 0.5% in 2021.

# Indicative City Property Tax and Utility Fee Impact of Draft 2022 Budget for Council Consideration

#VANBUDGET2022

## Indicative City Property Tax and Utility Fee Impact of Draft 2022 Budget\*

	Median Single-Family Home \$1,717,000		Median Business Property \$1,024,000	
	ESTIMATED 2022 TAX BILL (CoV PORTION)	CHANGE OVER 2021	ESTIMATED 2022 TAX BILL (CoV PORTION)	CHANGE OVER 2021
Property taxes (Including 5% increase)	\$2,883	\$137	\$5,195	\$247
Water	\$810	\$17	\$750	\$15
Sewer	\$653	\$72	\$667	\$74
Solid Waste	\$356	\$15	\$267	\$11
Subtotal Utility fees	\$1,819	\$104	\$1,684	\$100
Combined	\$4,702	\$241	\$6,879	\$347

\* Note that the 3-year tax shift program from non-residential properties to residential properties was completed in 2021, at a rate of 1% in 2019, 0.5% in 2020 and 0.5% in 2021.



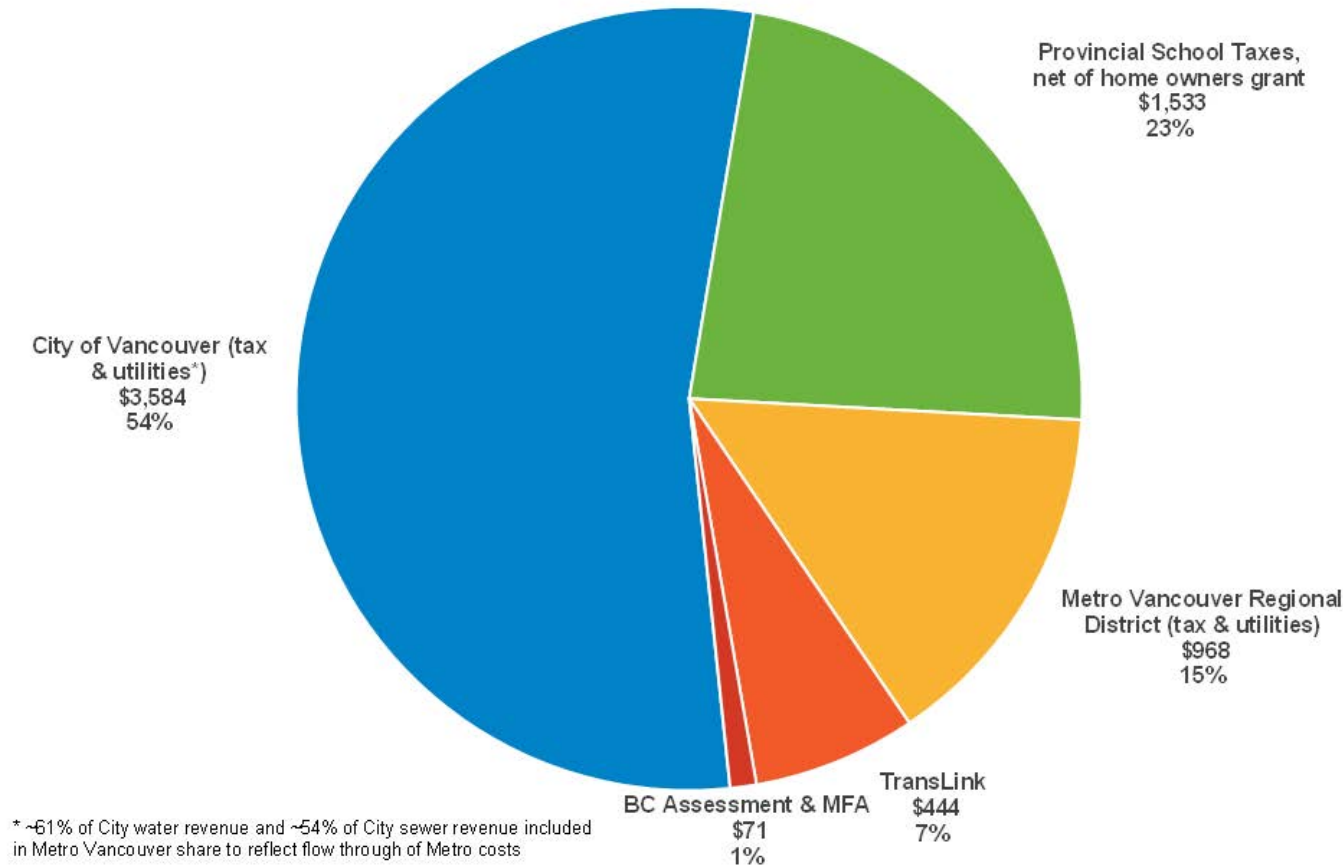
# Balancing Affordability-Property Tax and Small Business #VANBUDGET2022

- To establish the City's tax rates, Vancouver City Council first determines the total property tax levy that is required to support the City's operating budget, then divides the property tax levy by the assessment base provided by BC Assessment.

The City does not generate higher property tax revenues as a result of rising property values.

- The City has always strived to ensure property tax and user fees in Vancouver remain competitive and affordable while sustaining the breadth and quality of services for businesses and residents.
- The 3-year tax shift program from non-residential properties to residential properties was completed in 2021, at a rate of 1% in 2019, 0.5% in 2020 and 0.5% in 2021

2021 Distribution of Taxes and Fees for Median Single-Family Home



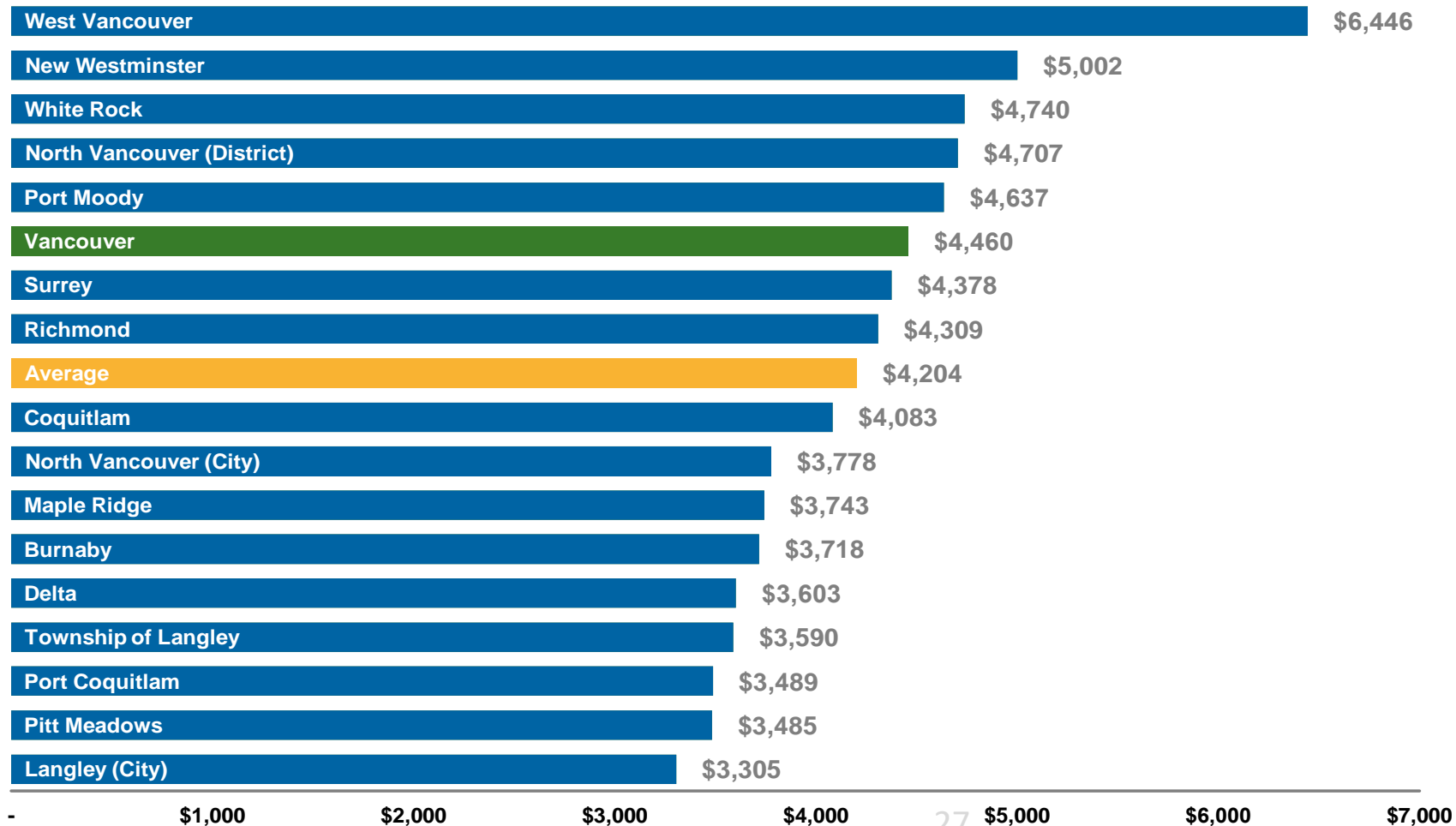
54% of the property tax paid by Vancouver taxpayers goes toward funding City services while 46% goes to provincial and regional taxing authorities to fund regional services, schools, transit, and property assessment services.

*Note: The annual home owner grant threshold can change the distribution of taxes for the median single-family home. In 2021, the median single-family home could qualify for a grant of \$125, compared with \$360 in 2020.*

# Combined Property Tax and Utility Fees

- Comparing median single-family homes, Vancouver tax and utility fees are mid-range in Metro Vancouver

2021 COMBINED MUNICIPAL PROPERTY TAX AND UTILITY FEES FOR  
MEDIAN SINGLE-FAMILY HOME (\$)

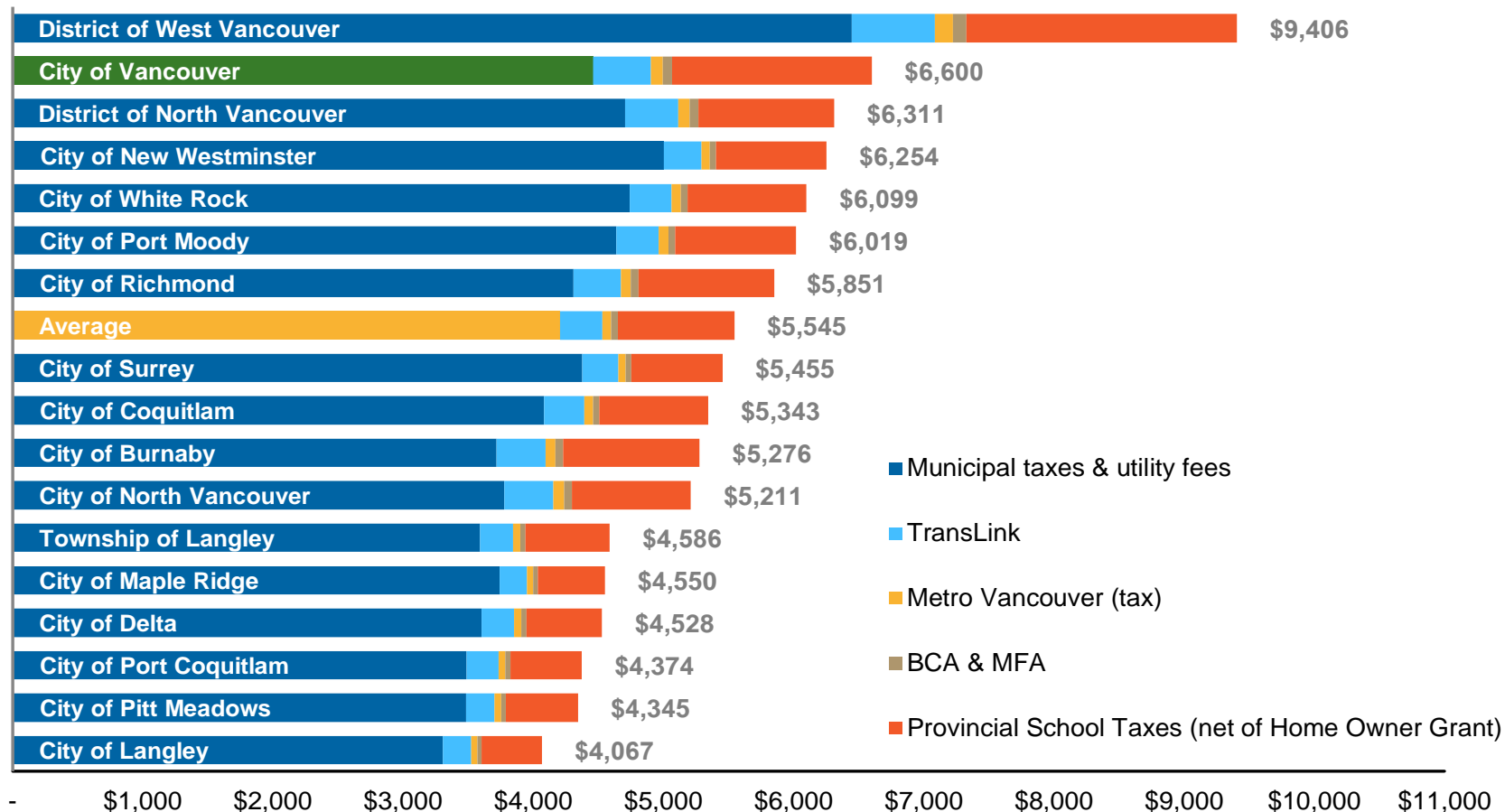


# Combined Property Tax and Utility Fees, including Other Taxing Authorities

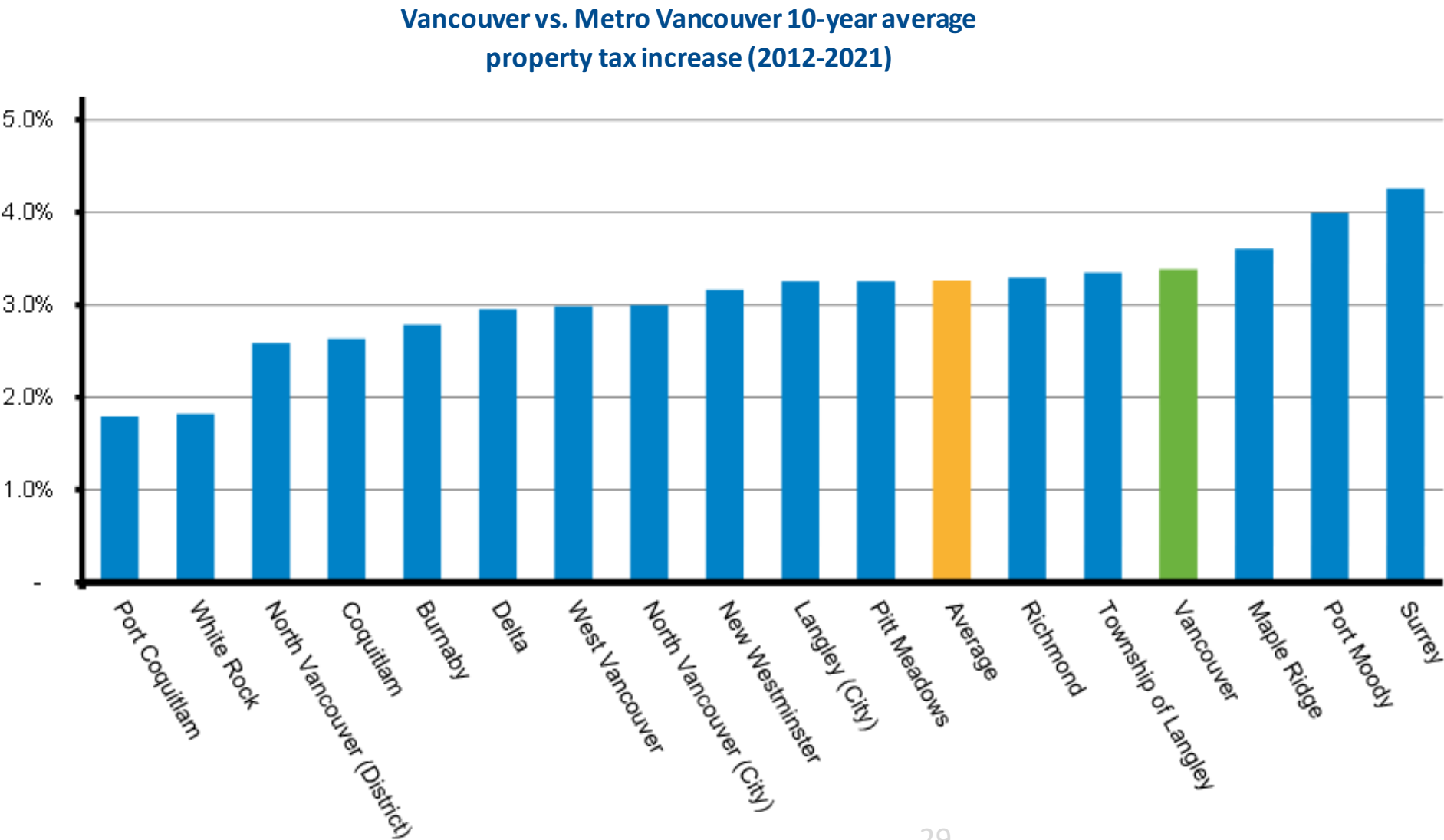
#VANBUDGET2022

- Looking at the overall tax bill, Vancouver is above average due to a higher share of provincial and regional taxes

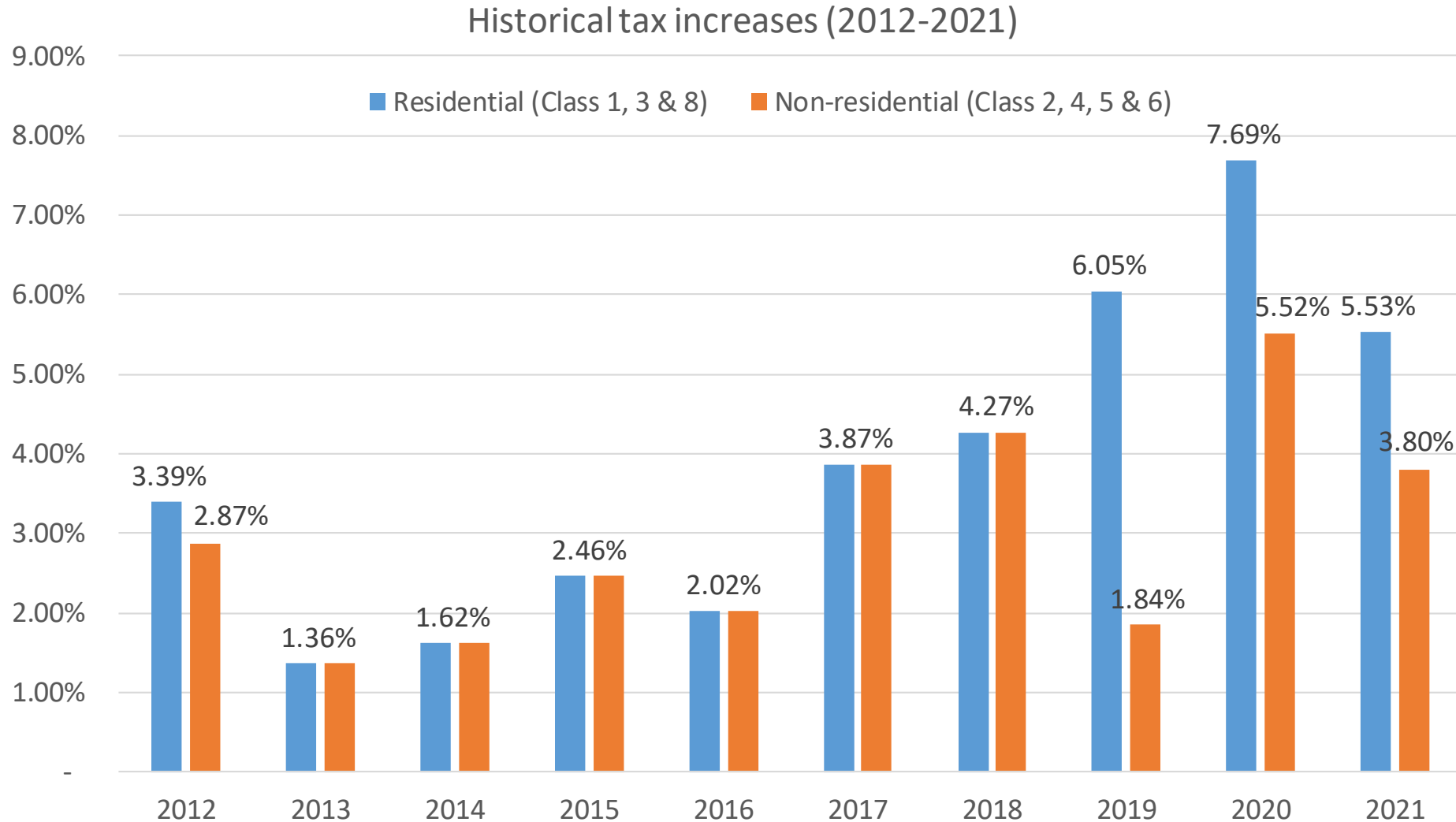
2021 COMBINED PROPERTY TAX AND UTILITY FEES, INCLUDING OTAs  
FOR MEDIAN SINGLE-FAMILY HOME (\$)



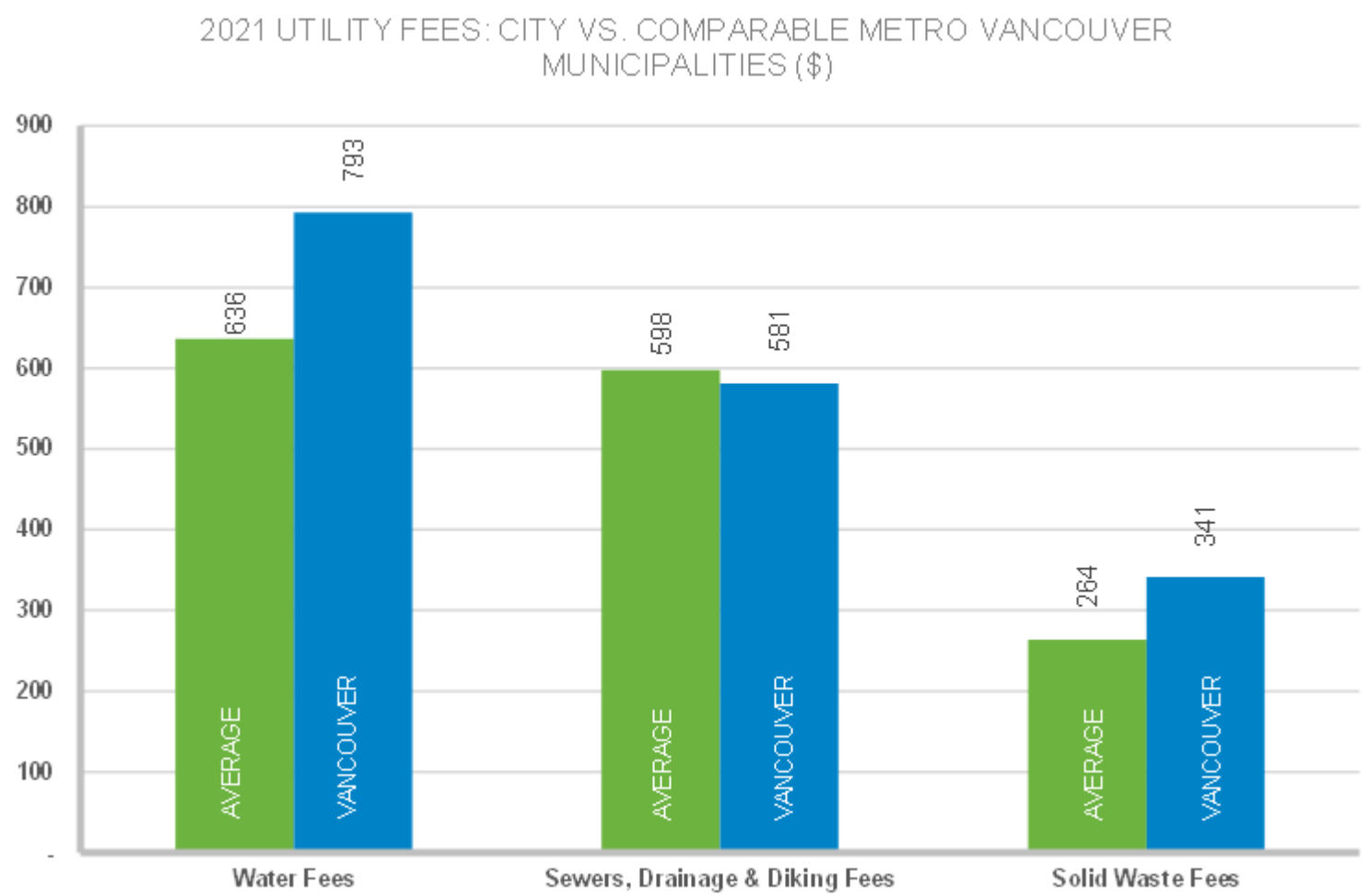
- Over the last 10 years, Vancouver’s average tax increase has been comparable to the Metro Vancouver average



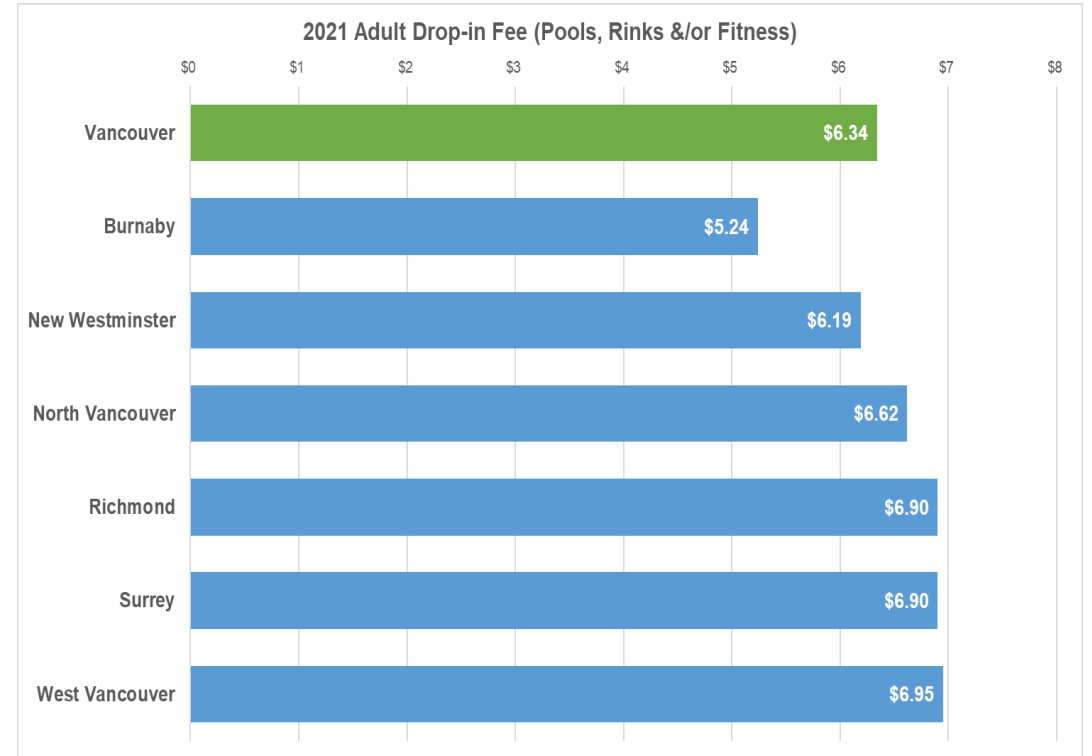
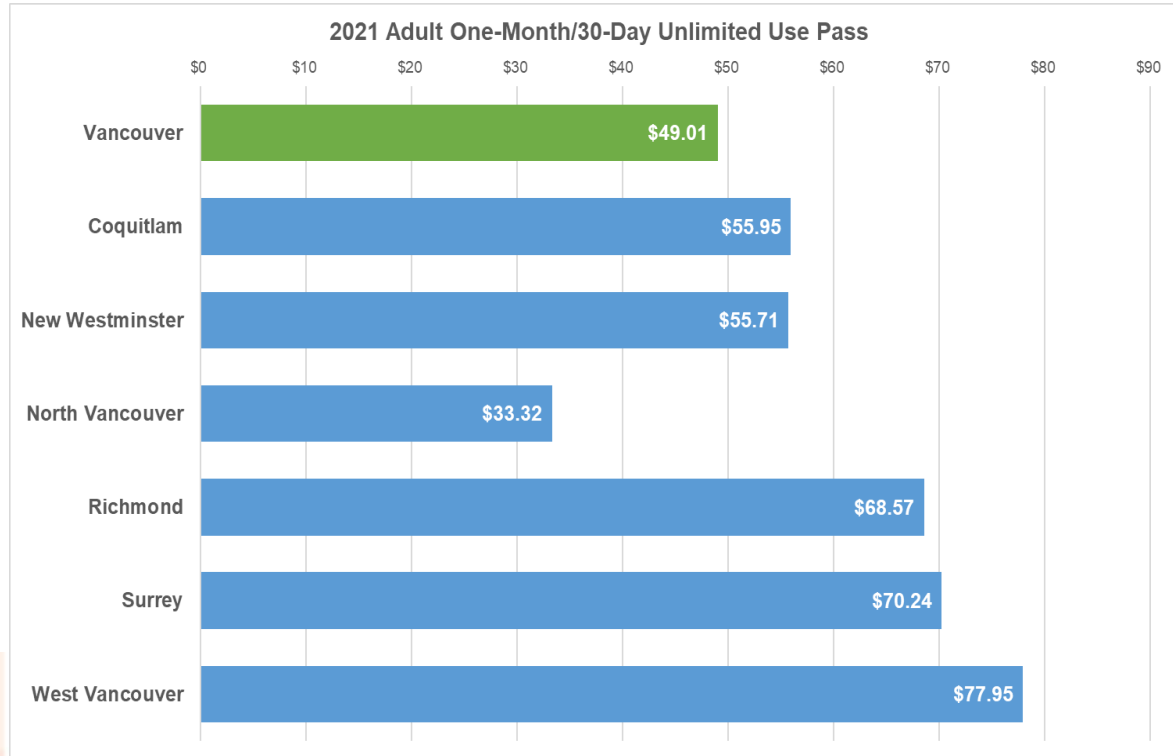
# Historical tax increase (Residential and Non-residential) #VANBUDGET2022



# Overall 2021 Utility Fees above Metro Average



# Affordable & Competitive Recreation User Fees







## 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

#VANBUDGET2022

Examples of initiatives to address affordability and the housing crisis are listed below. For a detailed list of the initiatives please refer to 2022 budget council priorities summary memo.

## Existing Operating Activities

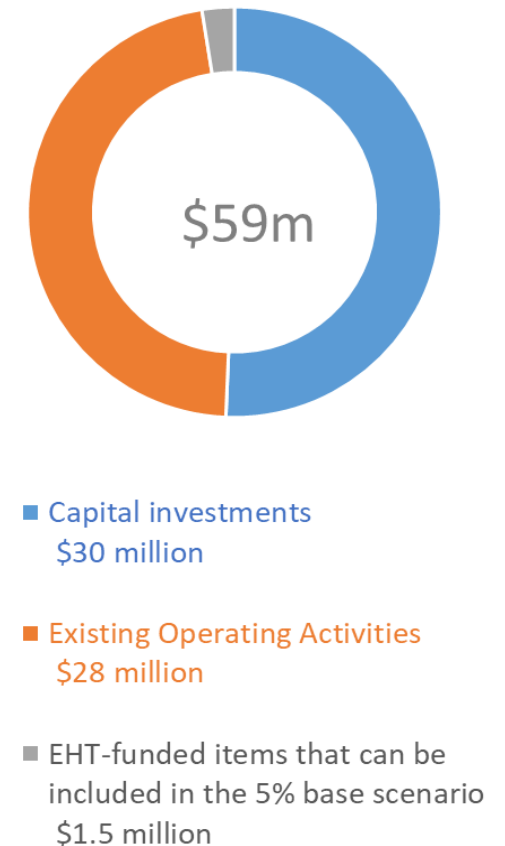
- Advance new affordable housing projects
- Enables ACCS to support VAHA and VAHEF deployment of City assets for housing delivery.
- Improve conditions in Single Room Occupancy hotels (SROs) and in social and supportive housing sites

## Major Capital Initiatives

- Variety of projects to support housing and childcare initiatives i.e. Chinatown housing partnership program, SRO granting program, West Fraser Lands Childcare
- \$474 million in previously approved multi-year capital budgets

## Not included in Operating 5% base scenario - for Council consideration

- New funds to support cleaning and staff to manage incidents at non market housing facilities when buildings have positive COVID cases
- Tiny home motion implementation – Dependent on Council direction in Feb 2022





# Accelerate Action on Climate Change

#VANBUDGET2022

Example of initiatives supporting Accelerate Action on Climate change are listed below. For a detailed list of the initiatives please refer to 2022 budget council priorities summary memo.

## Existing Operating Activities

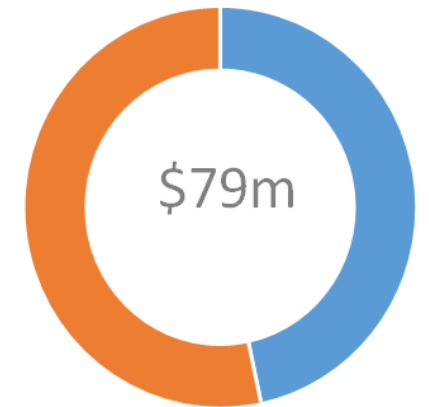
- Continuing to advance our green buildings work, both in the privately-owned building and civic facilities.
- To implement the Climate emergency action plan (CEAP) to cut Vancouver's carbon pollution in half by 2030.

## Major Capital Initiatives

- Investment in Climate emergency action plan initiatives ie. Deep-Emission Building retrofit programs, Public space projects (Robson & Albern Street improvements), Neighbourhood Energy Utility system extension
- \$188 million in previously approved multi-year capital budgets in addition to the \$33 million in new projects

## Not included in Operating 5% base scenario - for Council consideration

- Funding for Manager of Environment and Sustainability to provide focused Park Board management of Climate Emergency + resilience



- Capital investments  
\$37 million
- Existing Operating Activities  
\$42 million



Example of initiatives to support Protect and Build on Economy are listed below. For a detailed list of the initiatives please refer to 2022 budget council priorities summary memo.

### Existing Operating Activities

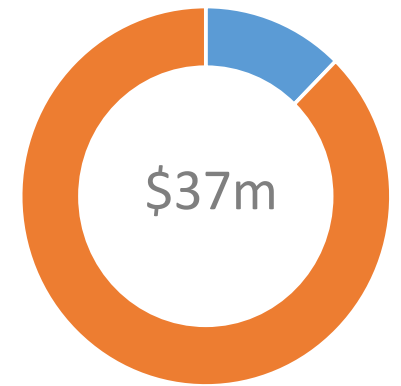
- Continue to work with external partners to optimize the City's economic development investments and services.
- Supporting small business through post pandemic recovery - sustained support to BIAs, local business and partnership programs, as well as evolving temporary patios into a permanent program set to launch in 2022
- Continue to work on Vancouver Plan – strategic, land-use plan including policy directions to guide growth for the entire city to 2050.

### Major Capital Initiatives

- Bridge maintenance to support movement of goods and people
- Investments in public safety facilities and infrastructure
- Grants to the Vancouver Heritage Foundation to implement the Heritage House Conservation
- \$41 million in previously approved multi-year capital budgets

### Not included in Operating 5% base scenario - for Council consideration

- VEC initiatives – year 1 costs including Economy strategy 2030, Circular economy Strategy and Night time Economy strategy
- Culture | Shift Year 3 – economy commitments



- Capital investments  
\$5 million
- Existing Operating Activities  
\$32 million

Example of initiatives to increase focus on diversity and critical social issues are listed below. For a detailed list of the initiatives please refer to 2022 budget council priorities summary memo.

### Existing Operating Activities

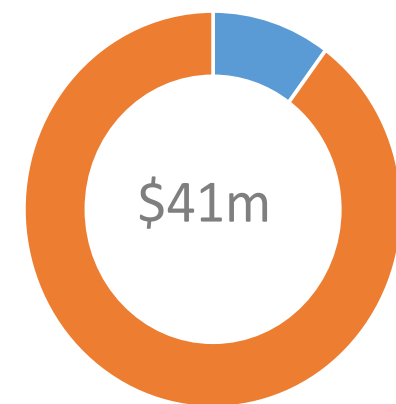
- Implementation of the City's Equity Framework to bring consistency to the City's operational approach.
- The commitment around Chinatown transformation as an outcome of the apology on historical discrimination, in the work with Hogan's Alley Society to restore a critical community presence and identity.
- Includes Council's direction to authentically engage with the spirit of being a City of Reconciliation.
- Social Operations, Homelessness Services, and Social Policy and Projects Departments address Equity and Social issues in their existing budgets to address many of the critical social issues we contend with in Vancouver and across Canada – such as homelessness and the overdose crisis

### Major Capital Initiatives

- Capital Grant program to match grant allocations to Downtown Eastside (DTES) non-profit organizations
- Investment in social grant programs
- Investment to support cultural facilities ie. First Nations signage, Chinese Cultural centre renovations
- \$36 million in previously approved multi-year capital budgets

### Not included in Operating 5% base scenario - for Council consideration

- Reconciliation investments including implementation of UNDRIP, MMIWG/RWR implementation,
- Funding for Overdose Outreach Captain position
- Culture | Shift Year 3 – equity commitments



- Capital investments  
\$4 million
- Existing Operating Activities  
\$37 million

## Draft 2022 Operating Budget

# 2022 Draft Budget – Summary

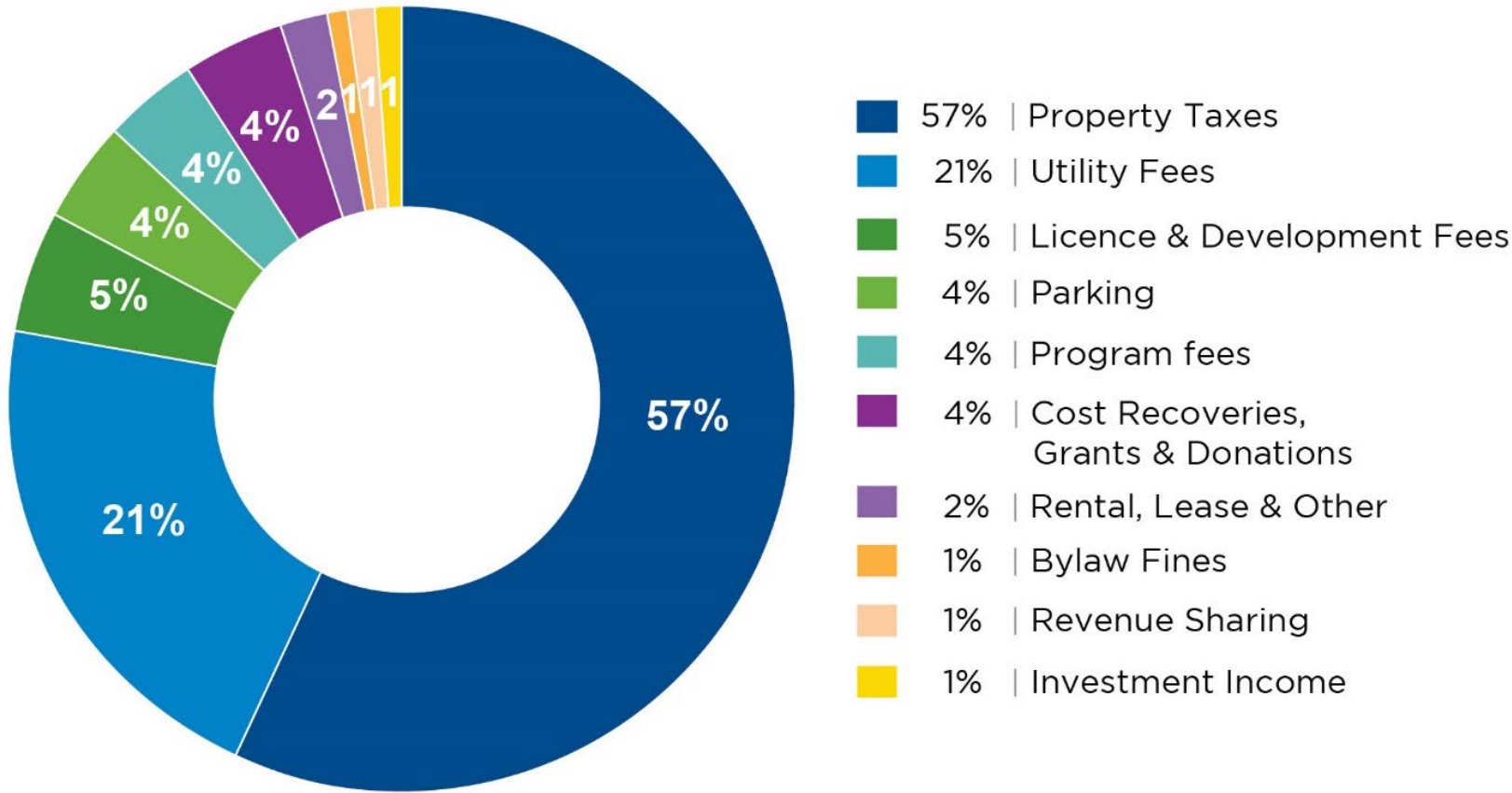
#VANBUDGET2022

City of Vancouver (\$ in million)	2020 Approved Budget	2021 Restated Budget	2022 Draft Budget	\$ Change over 2021	% Change over 2021
Revenues	1,615	1,592	1,735	144	9.0%
Expenditures and Transfers	1,615	1,592	1,735	144	9.0%
Net Budget (Revenues less expenditures)	-	-	-	-	

## 2022 Budget Highlights:

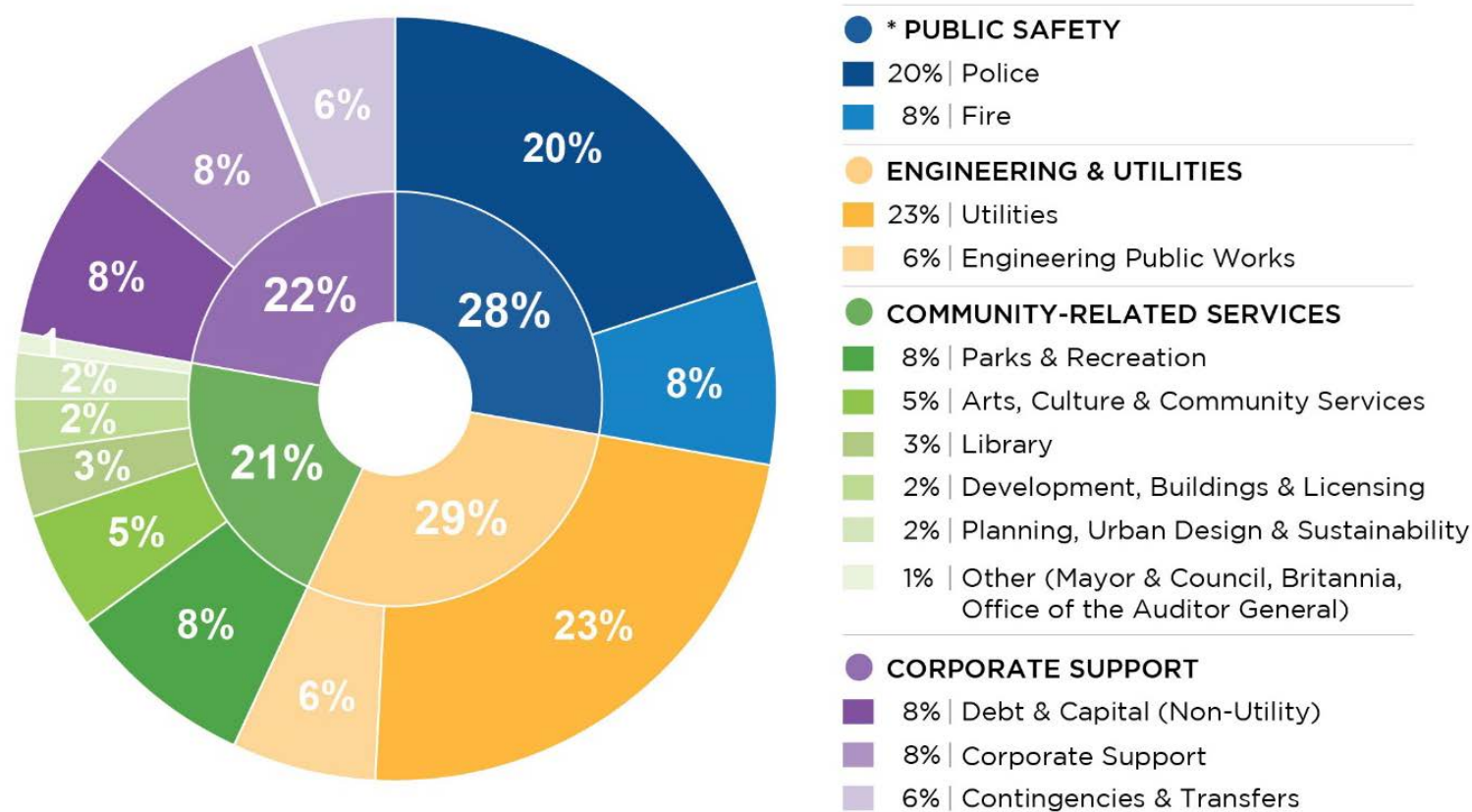
- **Revenue** increases include adjustments to return to 2020 Budget levels, in addition to increases in investment income, Translink recoveries, Sidewalk Patio Program fee, penalties on delinquent taxes, interest on arrears and PILS
- **Expenditure changes:**
  - Fixed cost increases including wages and benefits, equipment and fleet, insurance rates, etc.
  - Operating impacts of previously approved capital projects
  - Citywide productivity savings including vacancy savings (0.5% - 2% core business), defer/delay projects to balance the draft budget at 5%
- **Debt & transfer** change largely due to removing the one-time \$57M transfer from revenue stabilization reserve for the 2021 Budget requirement

2022 Budget - Base Scenario Operating Revenues \$1,735 million



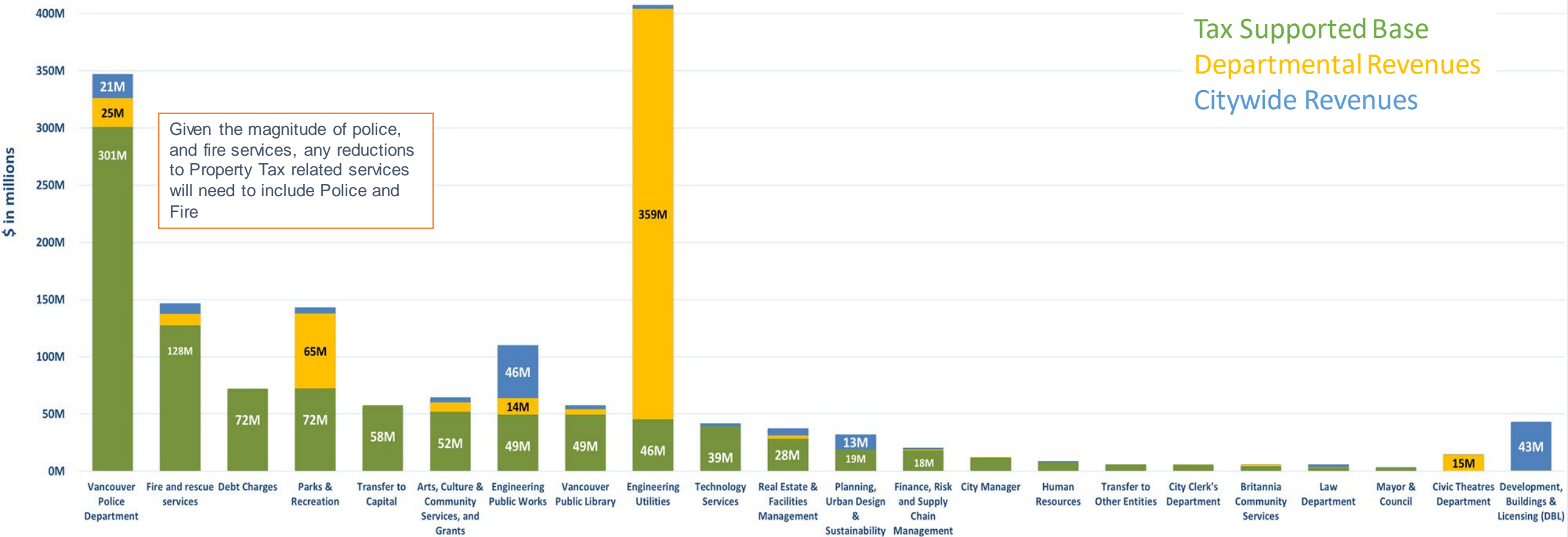


2022 Budget - Base Scenario Operating Expenditures By Service Area \$1,735 million



*\*Note: Public safety does not include the impact of collective agreement increases; if the agreements followed historical trends, public safety would equate to approximately 30% of the operating expenditure and transfers above*

# Property tax funded services (by Dept.)



**Notes:**

- Citywide revenues include parking, bylaws fines, investment income, revenue sharing, cost recoveries, etc. Citywide revenues with direct costs have been allocated to associated departments first, before getting allocated citywide.
- Based on 2022 Draft Budget – pending council approval

- The draft budget includes a summary of full-time equivalent staffing (FTEs) within the City. The FTE amounts are based on actual and forecasted staff hours worked and are not based on budgeted positions.
- The values are a weighted average over the year and are impacted by the level of vacancies and attrition which can vary year over year.
- The FTE forecast for 2022 shows an increase by 160 FTEs over 2021:
  - Changes in staffing levels do not necessarily mean that there have been increases in budgeted positions
  - Departments will continue to hold vacancies at the 0.5%-2.0% of core business level.
  - In some areas such as VPL and Parks & Recreation, FTEs are increasing in 2022 because of public health related restrictions in 2020 and 2021 that resulted in facility closures and temporary reductions in staffing levels in 2020 and 2021 that are returning to normal in 2022.
  - Other factors resulting in increases to FTEs include increased capital work for water and sewer infrastructure projects, and increase in expected staffing to run the 2022 municipal election.

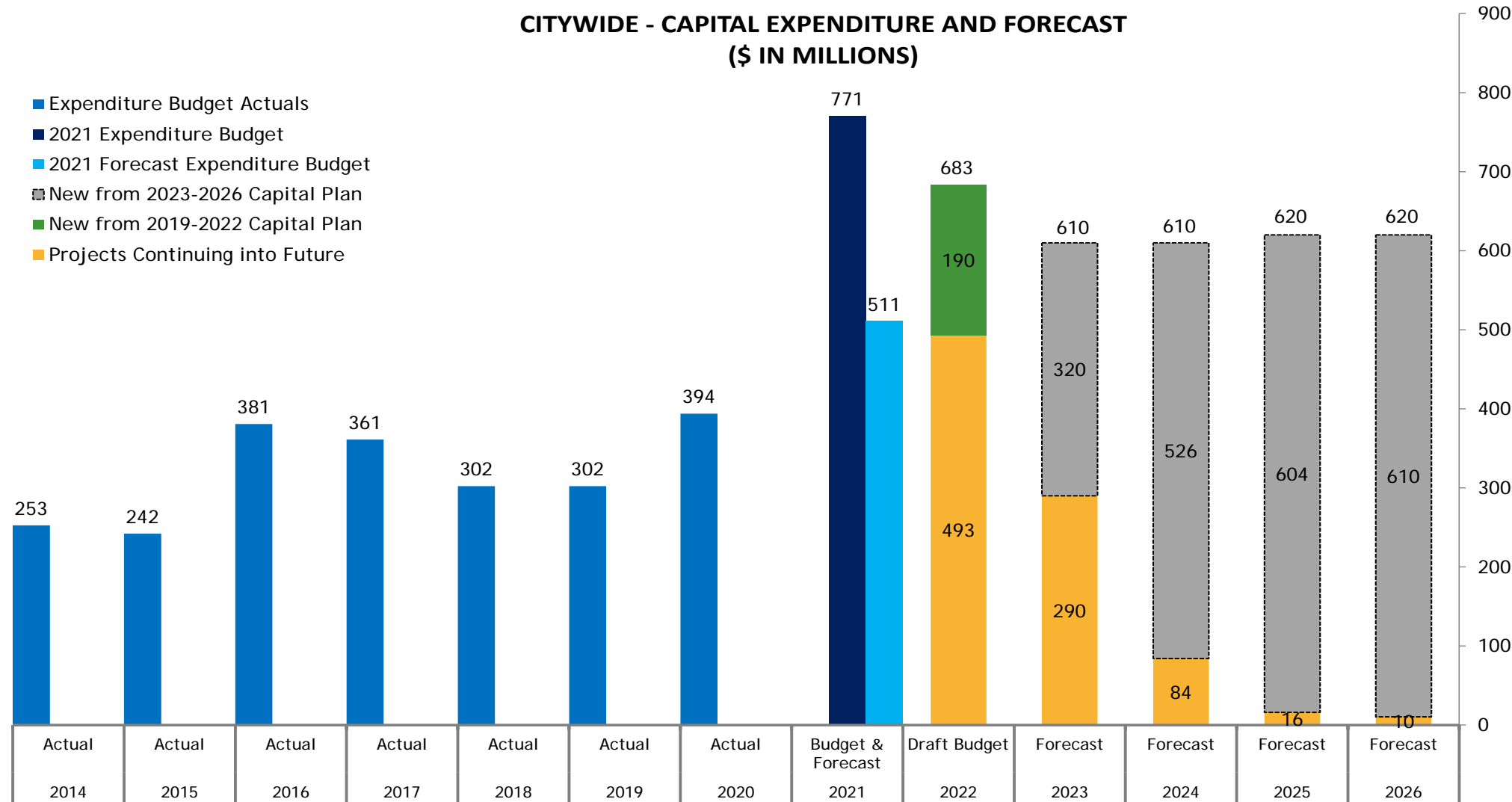
## Draft 2022 Capital Budget

- Focus on maintaining and renewing assets and infrastructure
  - These investments are essential to avoid higher future costs
  - Need to find ways to deliver more and reduce cost
- Significant work has been done to identify capital plan reductions/project deferrals
  - Both as part of mid-term capital plan recalibration and in response to DCL forecast reductions
- Large number of projects underway set for delivery in 2022
  - Significant projects in Council priority areas, including affordable housing, climate, equity
  - Significant projects include:
    - Renewal of the sewer, water, and other infrastructure
    - Housing projects including the SRO upgrade granting program
    - Deep Emission Building Retrofits Program to support Climate Emergency Big Move 4 (Zero Emission Building Heating & Hotwater)
    - Grandview Firehall project for renewal and expansion of the existing firehall, and it aligns with the [Resilient Vancouver strategy](#) (approved in April 2019)
    - West Fraser Lands Childcare
  - Some projects from mid-term capital plan recalibration not be included in the 2022 Budget (e.g. Marpole Community Centre)
  - Potential to bring to Council after the budget or as part of the next capital planning process

Proposed 2019-2022 Capital Plan City-led: \$2.2 Billion

22%	2019 Allocations: \$490 M	City contributions \$275 M	Development contributions \$173M	Partner contributions \$41 M
27%	2020 Allocations: \$597 M	City contributions \$259 M	Development contributions \$252M	Partner contributions \$86 M
24%	2021 Allocations: \$517 M	City contributions \$281 M	Development contributions \$152M	Partner contributions \$85 M
13%	2022 Allocations: \$289 M	City contributions \$211 M	Development contributions \$59M	Partner contributions \$18 M

14% Draft 2019-2022 Capital Plan Unallocated: \$302 Million



## 5-year Financial Plan



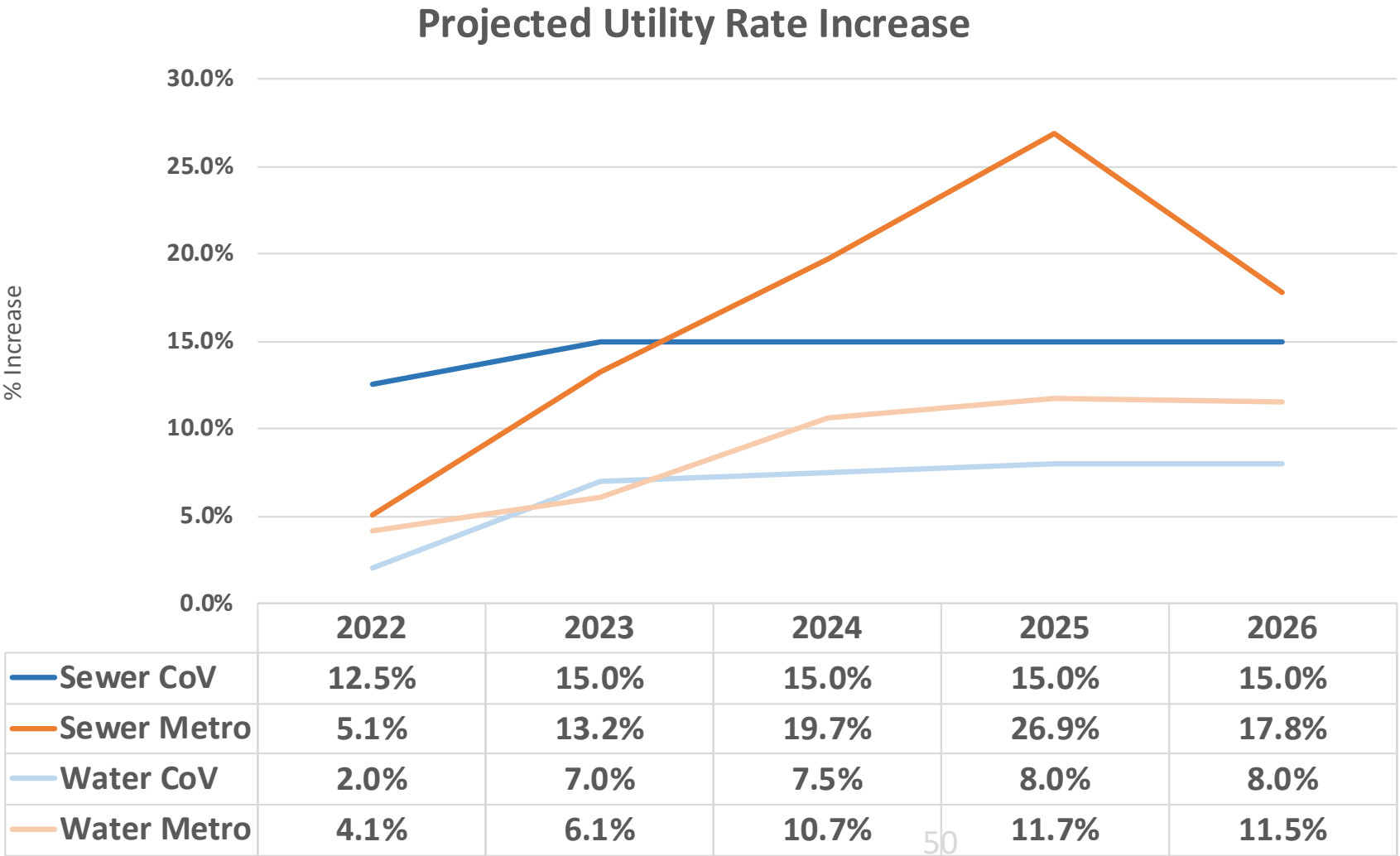
- Without further cost mitigations, operating expenditures are projected to increase by an **average of 7% per year** from 2022 to 2026
  - Would require average property tax increases of 7% per year and average blended utility increases of 9% per year from 2022 to 2026 without further cost mitigations
  - Driven primarily by increases in department budgets in line with inflation, regional utility charges, necessary funding for renewal and maintenance of infrastructure and public amenities, multi-year impacts of Operational Reviews etc.
  - Rebuilding the reserve level by equivalent of 1% property tax to within best practice targets of 8% by the year 2026

City of Vancouver (\$ in M)	2022 Draft Budget	2023 Projection	2024 Projection	2025 Projection	2026 Projection
<b>Expenditures and Transfers</b>	<b>1,735.4</b>	<b>1,864.4</b>	<b>1,980.7</b>	<b>2,109.5</b>	<b>2,233.6</b>
<i>Utilities</i>	<i>407.0</i>	<i>438.4</i>	<i>477.5</i>	<i>527.2</i>	<i>579.7</i>
<i>Departments</i>	<i>1,328.4</i>	<i>1,426.0</i>	<i>1,503.2</i>	<i>1,582.3</i>	<i>1,653.9</i>

- Other risks and opportunities to consider are collective agreement risk, unanticipated costs downloaded to the City, potential levy increases imposed by Metro Vancouver etc.

# 2022-2026 Utility Rate Increase

- 2023-2026 rate increase to cover the increases in metro levy and need for infrastructure renewal. It is expected that stabilization reserve balances would decrease significantly between 2023-2026.



## Metro Vancouver Update



An aerial photograph of Vancouver, British Columbia, Canada. The image shows the city's skyline with numerous high-rise buildings, the harbor with several ships and cranes, and the surrounding green landscape with trees and residential areas. The sky is blue with scattered white clouds. A semi-transparent dark blue banner is overlaid across the middle of the image, containing the text "Financial Plan Overview" in white.

# Financial Plan Overview



# METRO VANCOUVER OPERATING BUDGET

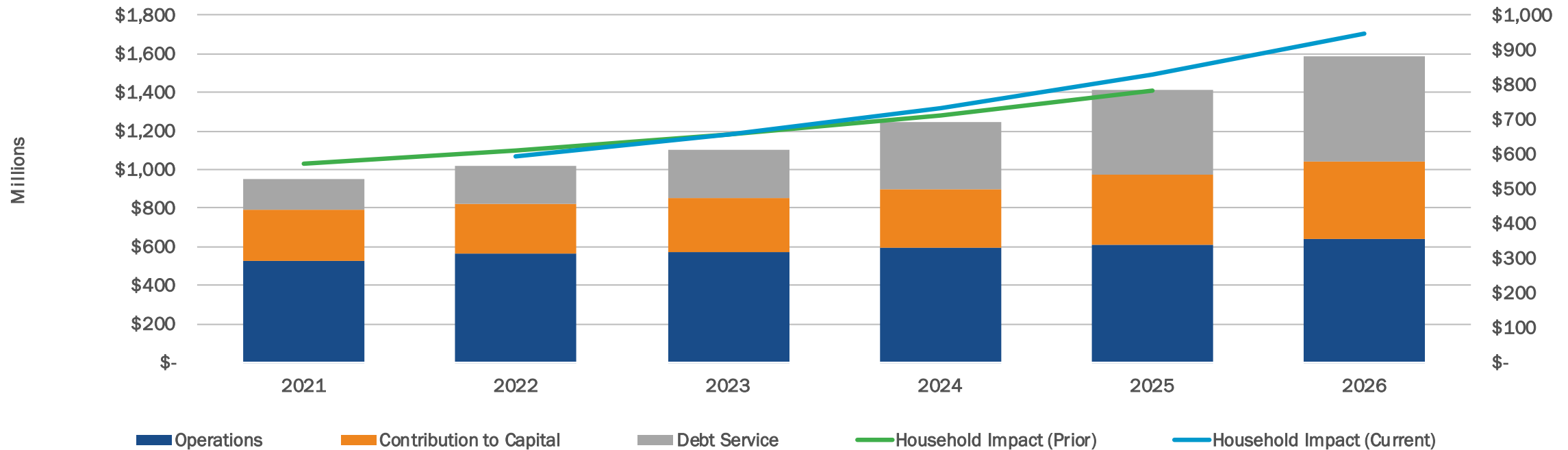
## Expenditures

### Overview:

- 2021 Operating Budget: \$947.9M
- 2022 Operating Budget: \$1,017.9M (7.4%)
- About 1% higher than previously projected for 2022

### Drivers:

- Increase in Operations averages 3.8% over 5 years
- Debt servicing reflective of the capital program, but favorable rates
- Easing contribution to Capital in 2022 - Refocusing in 2023-2026



# METRO VANCOUVER CAPITAL PLAN

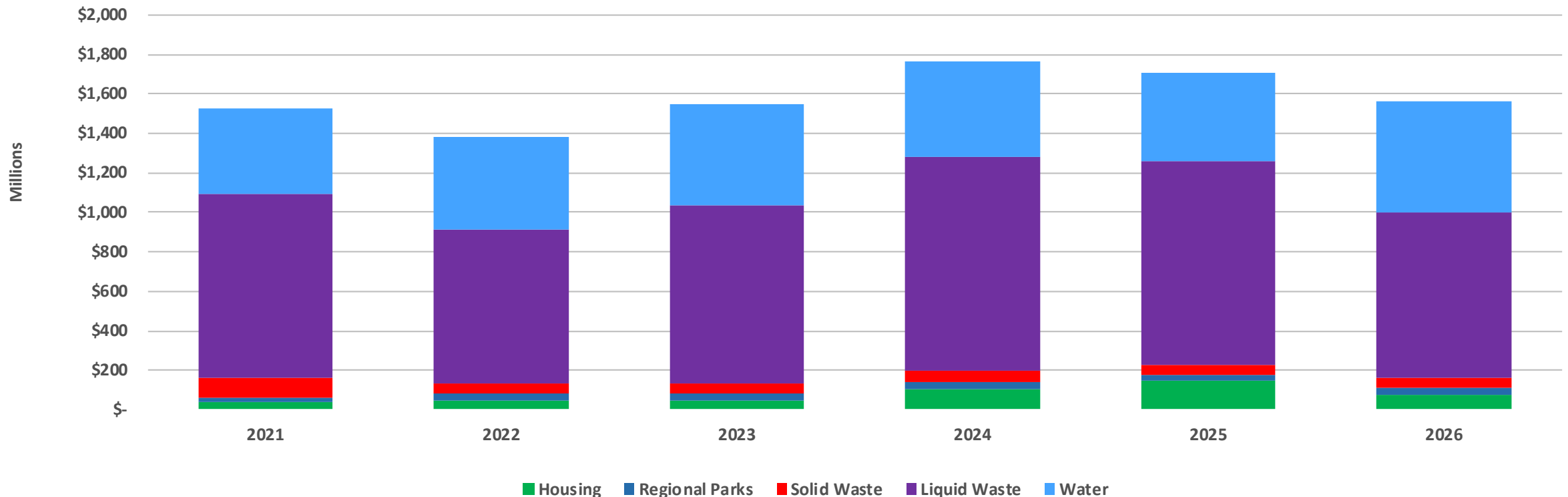
## Expenditures

### Overview:

- 2021 capital cashflow \$1.52B
- 2022 capital cashflow \$1.38B

### Drivers:

- Capital projects in progress carried forward
- \$450M deferred from previous 5 year cashflow
- Reflects risks and scope changes where known



# METRO VANCOUVER CAPITAL PLAN

## Key Projects Underway In Vancouver or Vancouver Sewage Area

Project Name	Department	Estimated timeline to complete	Approved budget	2022-2026 Cashflow total
Stanley Park Water Supply Tunnel	PD/WS	2027	\$340.0M	\$263.9M
Cambie-Richmond Water Supply Tunnel	PD/WS	2032	\$55.3M	\$40.2M
Iona Island WWTP Program – Phase 1	PD/LWS	2026	\$1.1B	\$1.0B
Vancouver Sewerage Area Pump Stations Emergency Backup Power	LWS	2025	\$24.3M	\$11.3M
Heather Place – Building B	Housing	2025	\$48.1M	\$46.1M
District Energy	SWS	2025	\$55.0M	\$55.0M
Pacific Spirit – Beach Access & Trail Improvements	Parks	2026	\$1.7M	\$1.7M

# WATER FINANCIAL PLAN SUMMARY

## WATER SERVICES

	2021	2022	2023	2024	2025	2026
Total Expenditures (\$ Millions)	\$320.1	\$335.4	\$351.6	\$391.7	\$437.6	\$488.4
% Change		4.8%	4.8%	11.4%	11.7%	11.6%
Blended Water Rate (\$/m3)	\$0.8110	\$0.8444	\$0.8958	\$0.9913	\$1.1075	\$1.2348
Blended Water Rate Change From Prior Cycle (\$/m3)		(\$0.0090)	(\$0.0120)	\$0.0030	\$0.0125	N/A
Total Capital Cash Flow (\$ Millions)	\$431.3	\$471.3	\$513.6	\$483.3	\$450.6	\$564.9
Household Impact (\$)	\$ 171	\$175	\$183	\$201	\$221	\$244
% Change		2.3%	4.6%	9.4%	10.2%	10.3%
Prior Cycle Household Impact Change (%)		3.4%	4.9%	7.6%	9.3%	N/A



# LIQUID WASTE SERVICES FINANCIAL PLAN SUMMARY - VSA

## Vancouver Sewerage Area

	2021	2022	2023	2024	2025	2026
Total Expenditures (\$ Millions)	\$105.0	\$113.8	\$123.0	\$142.5	\$175.8	\$204.9
% Change		8.4%	8.1%	15.8%	23.4%	16.5%
Liquid Waste Service Levy (\$ Millions)	\$90.0	\$94.6	\$107.1	\$128.3	\$162.8	\$191.8
% Change		5.1%	13.2%	19.7%	26.9%	17.8%
Total Capital Cash Flow (\$ Millions)	\$65.3	\$94.4	\$227.9	\$231.0	\$257.6	\$302.9
Household Impact (\$)	\$322	\$333	\$371	\$437	\$549	\$641
% Change		3.6%	11.4%	17.7%	25.7%	16.7%
Prior Cycle Household Impact Change (%)		9.3%	5.4%	10.0%	11.3%	N/A

# SOLID WASTE FINANCIAL PLAN SUMMARY

	2021	2022	2023	2024	2025	2026
Total Expenditures (\$ Millions)	\$118.5	\$123.0	\$129.3	\$137.2	\$144.3	\$151.4
% Change		3.8%	5.2%	6.1%	5.1%	5.0%
Blended Tipping Rate (\$/t)	\$127	\$130	\$137	\$144	\$151	\$158
% Change		2.5%	5.4%	5.1%	4.8%	4.6%
Total Capital Cash Flow (\$ Millions)	\$96.3	\$50.8	\$53.9	\$62.4	\$46.0	\$55.0
Household Impact (\$)	\$60	\$63	\$65	\$68	\$71	\$74
% Change		4.3%	3.4%	3.7%	4.5%	4.3%
Prior Cycle Household Impact Change (%)		6.4%	3.3%	3.7%	4.5%	N/A

# REGIONAL DISTRICT FINANCIAL PLAN SUMMARY

MVRD 2022 - 2026

	2021	2022	2023	2024	2025	2026
Total Expenditures (\$ Millions)	\$101.1	\$113.5	\$121.4	\$127.1	\$130.7	\$135.8
% Change		12.2%	6.9%	4.7%	2.9%	3.9%
MVRD Requisitions (\$ Millions)	\$80.9	\$89.9	\$101.8	\$107.9	\$111.0	\$115.3
% Change		11.0%	13.3%	6.0%	2.9%	3.9%
Total Capital Cash Flow (\$ Millions)	\$19.0	\$31.3	\$33.6	\$32.3	\$29.0	\$30.4
Regional Average Household Impact (\$)	\$70	\$76	\$85	\$88	\$89	\$91
% Change		9.0%	11.0%	3.9%	1.5%	2.5%
Prior Cycle Household Impact Change (%)		4.9%	5.2%	4.4%	1.8%	N/A



# Questions

**metro**vancouver  
Together we make our region strong

## Department Presentations

## 1. Department introduction

## 2. Delivering the 2022 Budget

1. *Highlights of 2022 core services and priorities – included in 5%*
2. *Initiatives (not included in 5%) to be delivered in future years*
3. *Service Impacts included in 2022 budget – 5% scenario*
4. *Service impacts of 4% and 3% scenario*

## 3. Key metrics and trends

## 4. Operating Budget summary

## 5. Capital Budget summary





- The operating budget for VPD grew by 4.4% over the 5-year period between 2016 and 2020, as shown in the table below:

VPD Restated Budget (\$ millions)	2018	2019	2020	2021	2022
	Budget	Budget	Budget	Budget	Draft Budget
Revenue	\$ 23.0	\$ 22.9	\$ 25.2	\$ 24.5	\$ 25.4
Expenditures and Transfers	\$ 307.7	\$ 317.3	\$ 339.5	\$ 340.9	\$ 347.2
<b>Net Operating Budget</b>	<b>\$ 284.7</b>	<b>\$ 294.4</b>	<b>\$ 314.4</b>	<b>\$ 316.4</b>	<b>\$ 321.8</b>
YOY increase \$	\$ 11.5	\$ 9.7	\$ 20.0	\$ 2.0	\$ 5.4
YOY increase %	4.2%	3.4%	6.8%	0.6%	1.7%
<b>Compound Annual Growth Rate (CAGR) 2018-2022</b>					<b>3.11%</b>

*\*Budget amounts are consistent with 2022 Budget Report*

- Note: 2022 Draft Budget does not include collective bargaining impacts as they are not finalized. The budget will be adjusted and the expenditure will increase accordingly once the collective agreement is settled.
- Major drivers of expenditure increases are salary and benefits primarily due to:
  - Annual wage increases as per the collective bargaining agreements
  - Operational review funding in 2018, 2019 and 2020
  - Fringe benefit rate increases



# VPD Budget Overview

- Since 2018, the Police department received \$14.25 million investments, as listed in the table below:

Year	Investment Description	Amount (in \$ millions)
<b>2022*</b>	<i>Provincial Digital Evidence Management System (DEMS)</i>	<i>0.8</i>
<b>2022*</b>	<i>Smartphones pilot project</i>	<i>0.2</i>
<b>2022 Total</b>		<b>1.0</b>
<b>2021</b>	Community Policing Centres	0.3
<b>2021 Total</b>		<b>0.3</b>
<b>2020</b>	Funding for new and annualised staff based on Operational review - year 3	3.7
<b>2020</b>	DNA analysis services	0.6
<b>2020</b>	Community Policing Centres	0.15
<b>2020 Total</b>		<b>4.45</b>
<b>2019</b>	Funding for new and annualised staff based on Operational review - year 2	4.4
<b>2019</b>	Operating costs of the VPD drug safe lab	0.1
<b>2019 Total</b>		<b>4.5</b>
<b>2018</b>	Funding for new staff based on Operational review – year 1	3.3
<b>2018</b>	VPD Drug Containment Facility	0.7
<b>2018 Total</b>		<b>4.0</b>

\*2022 Draft Budget subject to Council approval on Dec 7th

# AGENDA

1. Context
2. Pressures
3. 2022 Budget



# More Than Just Crime

- Car accidents
- Missing persons
- Domestic disputes
- Persons in distress
- Elopees from hospital
- Municipal bylaw offenses
- Provincial statutes
- Marine policing
- Prowlers
- Protests
- Suicidal persons
- Abandoned 9-1-1 calls
- Suspicious circumstances
- Assist other agencies (e.g. City)
- Disturbances
- Duty to warn
- And many more...





# Efficiencies at the VPD

- Tiered policing (Special Municipal Constables)
- Civilianization
- Operational Review I & II
- Efficient patrol deployment
- Online crime reporting
- Technology/analytics
- Call triaging
- Partnerships
- Volunteers

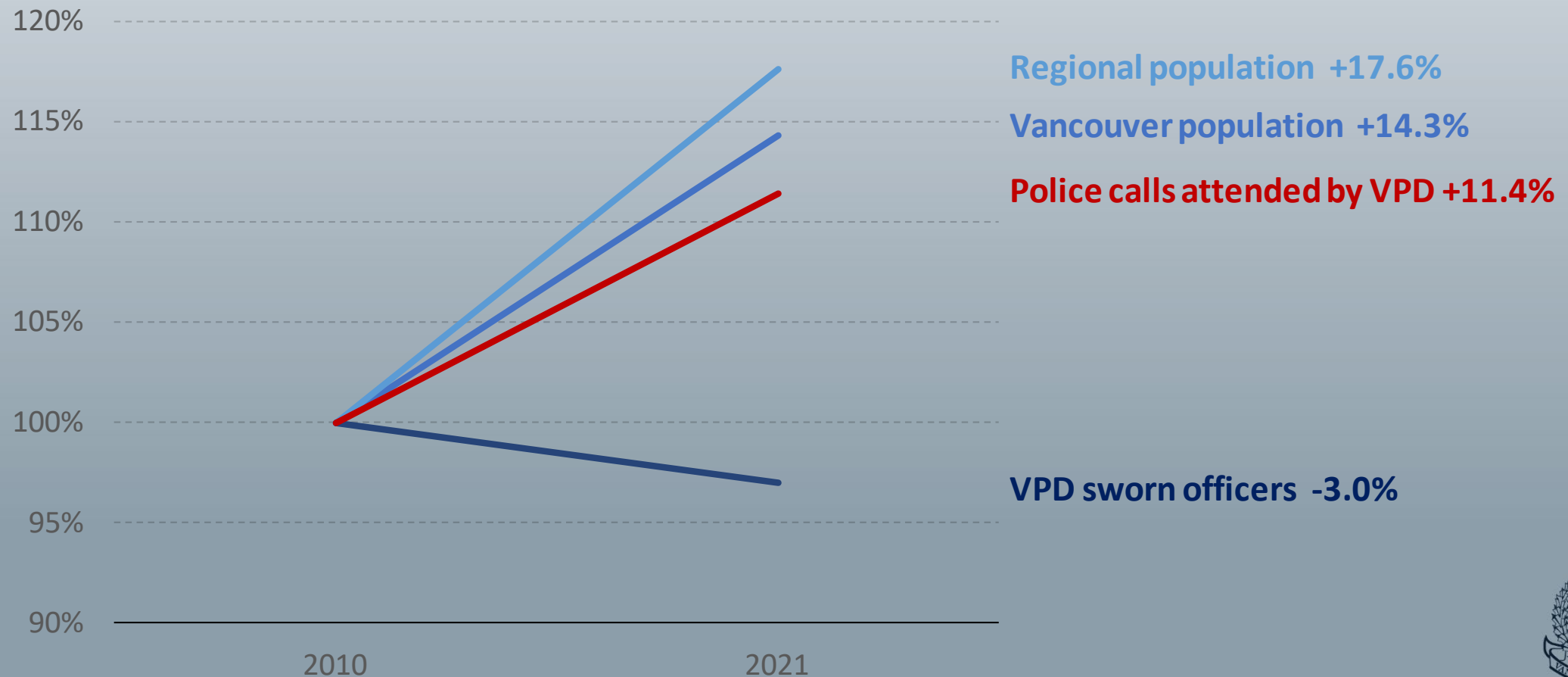
# Mental Health Partnerships

- Emergency room visits ↓ 63%
- Police contacts ↓ 57%





# Staffing Has Not Kept Pace With Population or Calls for Service



# Pressures

- Protests
- Gang Conflict
- COVID-19
- Opioid Crisis
- Surrey Police Service
- Pension Plan Changes
- Urban Decay
- Employee Wellness
- Mental Health

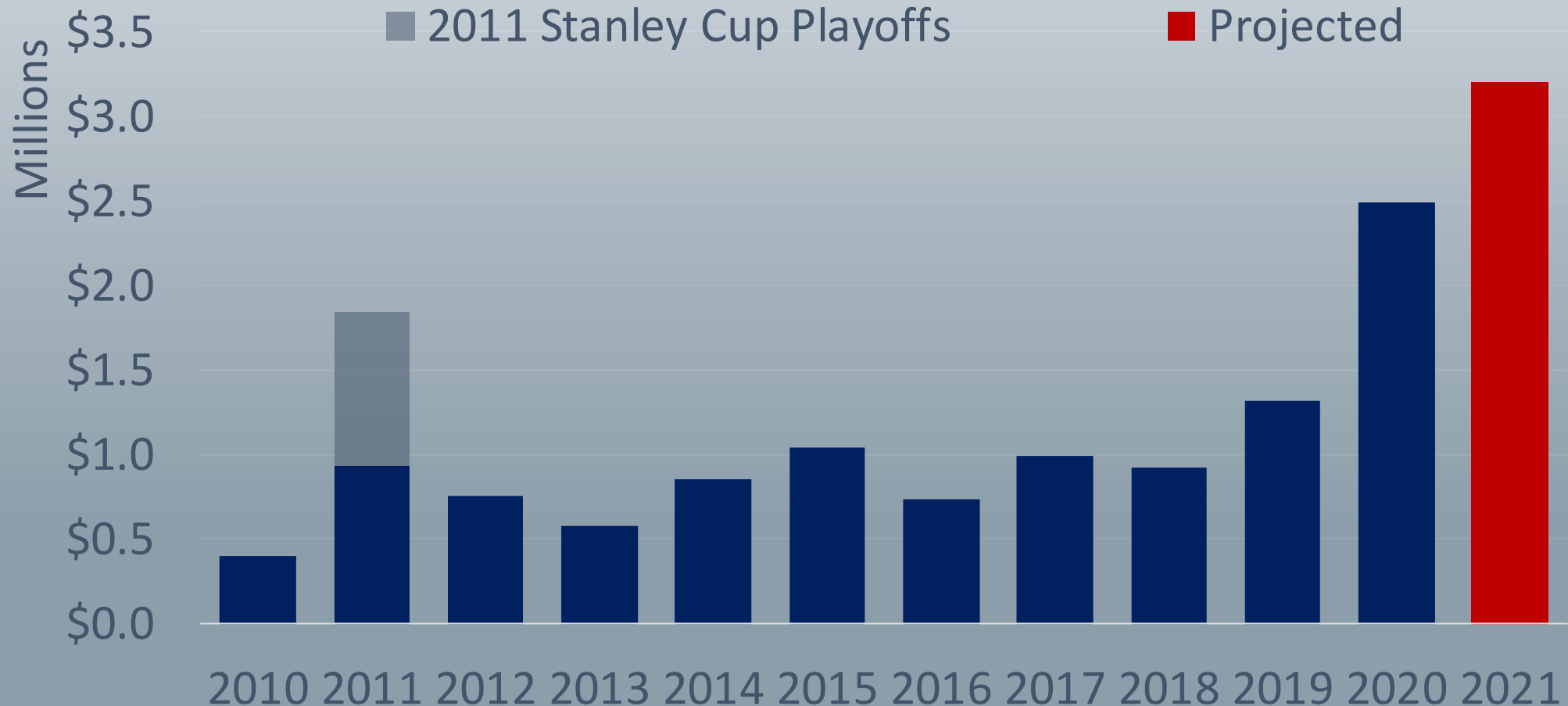


# Public Safety Metrics

- Serious Assaults + 16%
- Internet Child Exploitation Cases + 104%
- Graffiti + 84%
- Hate-Motivated Incidents + 75%
- Impaired Driving Cases + 184%
- Unprovoked Stranger Assaults 4.7 victims a day



# Policing Public Events



# City of Vancouver's 2021 Civic Service Satisfaction Survey



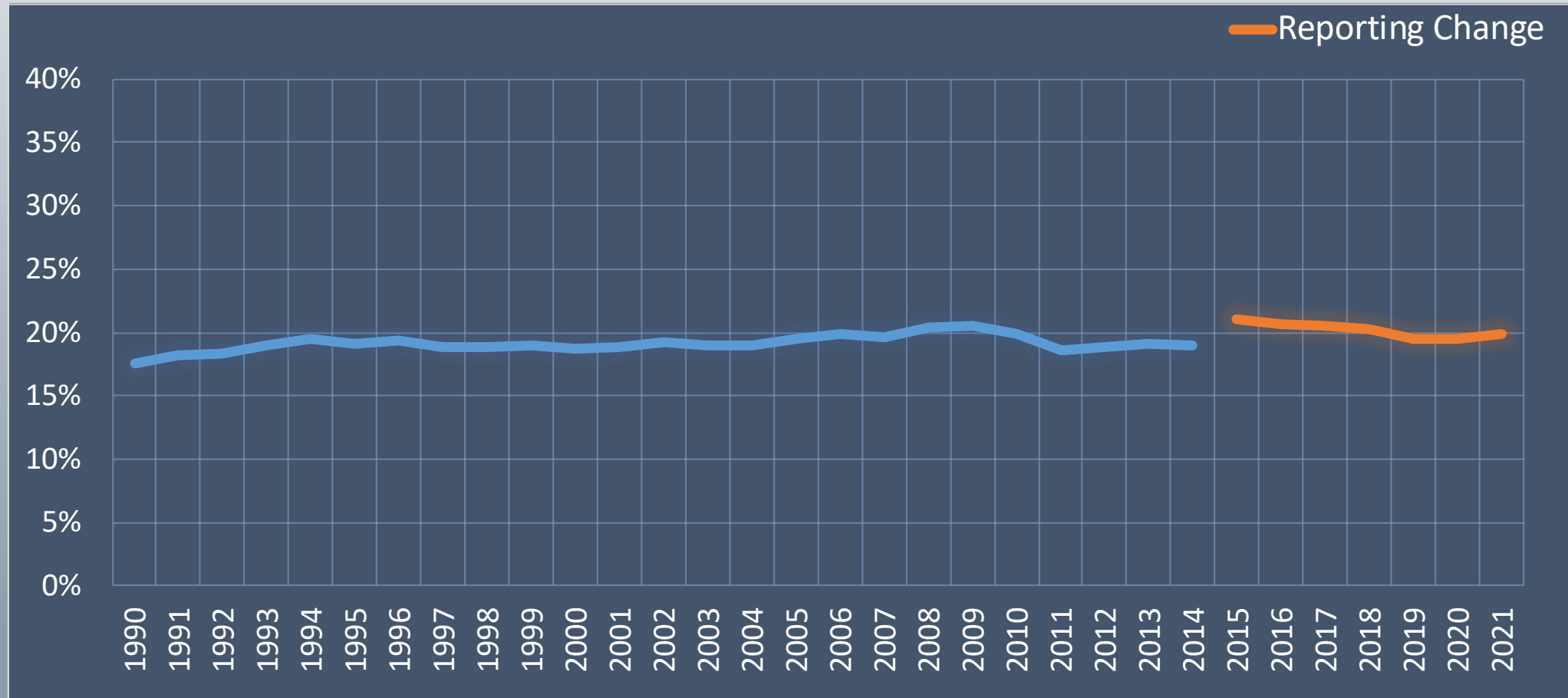
City should invest more or the same amount for police services:

**83%** of residents

**89%** of businesses



# Budget History



# Net VPD Budget for 2022

City staff recommended budget:

**\$321.8m (= reduction in police service)**

Police Board's approved budget:

**\$325.8m (= 2.97% VPD budget increase)**

# Other 2022 Police Budget Increases

■ Winnipeg:	<b>+2.7%</b>	■ Saanich:	<b>+3.9%</b>
■ Edmonton:	<b>+3.1%</b>	■ Regina:	<b>+4.0%</b>
■ Ottawa:	<b>+3.4%</b>	■ Durham Regional:	<b>+4.2%</b>
■ OPP*:	<b>+3.5%</b>	■ Halton Regional:	<b>+4.2%</b>
■ York Regional:	<b>+3.8%</b>	■ Niagara Regional:	<b>+4.5%</b>
■ Calgary:	<b>+3.8%</b>	■ Peel Regional:	<b>+4.8%</b>
■ Saskatoon:	<b>+3.8%</b>	■ Victoria:	<b>+7.05%</b>

NOTE: All figures shown, except OPP, reflect provisional net budgets that are still subject to final Council approval.

\* Approved budget for 2021-2022 fiscal year. Fiscal year for Ontario Provincial Police (OPP) is from April 1st to March 31st.



# Public Safety Impacts of Budget Cuts

- Street cleaning and parks
- Neighborhood Policing Officers
- Community policing
- Diversity, Inclusion & Indigenous Relations
- Proactive deployments

# Importance of Police

- Livability
- Reputation
- Public trust
- Quality of life
- Public safety
- Tourism
- Impact on businesses







### Key services delivered:

- Community Safety and Risk Reduction
- Fire suppression and special teams
- Medical response

### Top accomplishments 2021:

- Navigated 2 medical health emergencies
- COVID-19 response and mitigation
- Resumed fire life safety inspections
- Creation and implementation of digital public education tools
- Created and implemented business intelligence tools to support operational decision making
- Improved training opportunities for crews using the 24 hour shift rotation
- Completed construction of Firehall 17
- 3 deployments of CANTF-1

### Core Services

- ✓ **Fire suppression and special teams**
- ✓ **Community Safety and Risk Reduction**
- ✓ **Medical Responses**

### Priorities

- ✓ **Develop VFRS 2023-2027 Strategic Plan**
  - Create a roadmap for excellence through the development of goals designed to address the complexities of growing city, growing call volumes and complexities in emergencies to move the organization forward.
- ✓ **Community needs assessment**
  - Develop an-all hazards community risk assessment to identify and prioritize local risks, which targeted the most effective way to serve the community and respond to emergencies and prevent their occurrence and impact. This 2021 initiative was deferred to 2022 because of constraints caused by COVID-19.
- ✓ **Opioid Crisis**
  - Continue to support the under-served and growing parts of the city in downtown core that are facing increased call volume.
  - Support combined overdose response team - a valuable tool to reduce overdose deaths and help engage with difficult-to-reach populations, and connect people with support and services.
- ✓ **30-Year Firehall Plan**
  - Continue to work on and develop the 30-Year Firehall Plan to guide the future state of VFRS.
- ✓ **Managing Existing Resources**
  - Develop strategies to address increasing overtime costs resulting from increased sick time and WorkSafe claims

- Holding 0.5% (\$600K) vacancies will have significant safety risk and risk of longer response time, since we are currently under resourced and have incurred high overtime to meet minimum staffing level.
- Continue to keep 2 positions vacant (Manager Accreditation and Mental Health Professional). These 2 positions were approved as part of 2020 Growth plan but have been kept vacant. This will impact the accreditation implementation and mental health support for staff.
- VFRS Growth plan of 2021 and 2022 are not included in 5% tax scenario. Increased resources will improve response performance, address risk exposure in underserved and growing parts of the city and help address staff burnout.

# Initiatives (not included in 5%) to be delivered in future years #VANBUDGET2022

## ✓ **Growth Plan**

- Endorsed by Council to address the current and future needs of the multi year growth plan to help VFRS address increasing risk in Vancouver, including challenges related to the increasing frequency and severity of fires, providing effective community outreach and public education to a diverse city, and the overdose crisis.

## ✓ **CFAI Accreditation**

- Achieve Commission on Fire Accreditation International (CFAI) accreditation set goals by developing a detailed performance management and measurement framework, following up with re-accreditation after 5 years.

## ✓ **Enhance the mental health program**

- Implement a holistic, evidence-based, non-biased mental health program with a mental health professional as part of the VFRS Mental health team who will provide VFRS the ability to proactively manage the impacts of occupational stress injuries, cancer, and other notable health and wellness challenges.

## ✓ **Outreach and Diversity**

- Engage fire staff to contribute in recruitment outreach through the development of youth programs (Co-Ops) or other programs to seek out potential candidates from a pool of individuals who meet the high standards of acceptance. Develop and expand rewards and certificates programs.
- Reconciliation, recognition, equity, inclusion and cultural growth for VFRS internally and externally.

## ✓ **New Patient Care Initiatives**

- Explore community health patient care opportunities.
- Enhanced level of skills and training for first responders (VFRS staff).

## 4% scenario

- A 4% property tax scenario would have major service impacts for VFRS and would require the removal of Medic 11. Medic 11 was added and staffed to provide greater support given high medical call volume in the Downtown Eastside. Removal of this unit would have serious implications as overdoses and medical responses are an all time high in the city of Vancouver. Medic 11 also provides staffing to reach the Effective Fire Response (ERF) for structure fires in the downtown core.
- The utilization rates for fire apparatus in the downtown core continues to reach unsustainable levels and this unit provides relief for staff to train, respond to emergencies and rehab.

## 3% scenario

- To meet the additional target of \$2.8M, in addition to completely removing Medic 11 (included in 4% scenario), fire will have to take one heavy apparatus out of service. This is in addition to the \$600K savings in 5% scenario, so total budget cut is \$3.4M. This will create significant safety risk and risk of longer response times and increasing burnout of staff.


# Key Metrics

# #VANBUDGET2022


## Incident Volumes

Total Incident Volume

2020: 41,551  
2021 YTD: 55,987

 **35%**


Incident volumes are at multi-year highs.




Forecasting over 60,000 calls, a level not reached since 2017.

Medical Responses

2020: 15,141  
2021 YTD: 27,381


 **81%**

Increase incident volume and longer incident durations are creating an environment of higher burnout for VFRS members and apparatus capacity issues.




Fire Responses

2020: 2,855  
2021 YTD: 3,108

 **9%**

Total fire responses continue to increase year over year.




Outdoor fires continue to be the leading category of fire responses.


## Opioid Crisis

Overdose Response

2020: 4,035  
2021 YTD: 6,925

 **72%**

Highest number of responses in history



Make up 12.4% of total call volume and 25% of medical responses.

76% of responses are within the downtown response zones of (1, 2, 7 & 8).


Seeing the biggest increase in response area 8 (114%) and 7 (106%).

## Response Times

Medical Response Times\*

2020: 6:59 (mm:ss)  
2021 YTD: 7:02 (mm:ss)

**+ 3 secs**

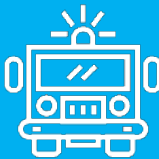


\*90<sup>th</sup> percentile time for first on scene apparatus on emergency calls

Fire Response Times\*

2020: 6:18 (mm:ss)  
2021 YTD: 6:27 (mm:ss)

**+ 9 secs**



\*90<sup>th</sup> percentile time for first on scene apparatus on emergency calls

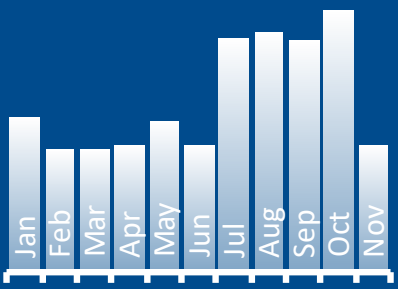
Response times have come under pressure because of COVID-19 and the ongoing overdose crisis.

Mandates by the provincial government on which calls to respond to and changes in policies and procedures for personal protective equipment (PPE), sanitization at the firehalls, and changes in rules on self-quarantine and crew deployment are all factors that continue to impact response times and budgets.


## Inspections

Life Safety Inspections

2020: 11,380  
2021 YTD: 14,671



In 2020, inspections were deferred as many business were closed due to COVID.



In July 2021, resumed fire company fire life safety inspections keeping with the City and the Province's Restart plan.

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# 2022 Operating Budget

#VANBUDGET2022

\$ in M	2021 Budget	2022 Draft	\$ Change	% Change
Revenues	9.5	9.9	0.4	4.6%
Expenditures & Transfers	144.1	147.2	3.1	2.1%
Net	134.6	137.2	2.6	2.0%

## Budget Highlights:

- ✓ **Revenue:** consist primarily of operating cost recoveries associated with the University Endowment Lands (UEL). Cost recoveries are higher than 2021 to reflect the agreement with UEL.
- ✓ **Expenditures & Transfers:**
  - Consistent with the City-wide approach to continue to hold vacancies into 2022, VFRS has a target of \$0.9M vacancy savings. We will continue to hold the Mental Health Professional and the Accreditation Manager positions vacant, which were added in 2020 and kept vacant in 2021. An additional \$0.6M will need to be achieved by holding approximately five firefighter positions vacant.
  - An increase to salary and benefits expense (+\$2.3M) includes estimated increases in WorkSafeBC rates, compensation (contractual increments and projected benefit cost increases) for existing staff positions, and changes in the rank and seniority of existing firefighters. Collective agreement bargaining impacts are not included. Once collective bargaining is complete, the budget will be adjusted accordingly which will result in an additional increase in expenditure growth.
  - Other year-over-year expenditure and transfer changes (\$0.9M) reflect the increased equipment and fleet maintenance costs and higher transfer to reserve for fire fleet, increased fire radio dispatch levy (E-Comm) and cost allocation from warehouse staff.
  - As a result of financial challenges related to COVID-19, the new staffing planned for 2021 and 2022 as part of the multi-year growth plan is not included in the base budget scenario and has been deferred to future years as part of the five-year financial plan.

VFRS Growth Plan	2019	2020	2021	2022	2023
Original proposed Darkhorse	22	27	24	27	22
Council approved and deferred 2019	7	35	30	28	22
Council approved and deferred 2020	5	35	0	60	22
Proposed 2022 budget 5%	5	30	0	0	87

- ✓ The Darkhorse growth plan originally approved included an increase of 122 positions over five years (2019-2023).
- ✓ 100 of these positions were to be frontline suppression fire fighters.
- ✓ Due to budget pressures and COVID the first three years of the growth plan only completely funded 40 positions.
- ✓ The proposed 5% budget scenario further reduces the growth plan additions to only 35 positions that are fully funded.





### Transportation and Public Space



- Walking / Cycling
- Transit
- Major Roads
- Local Roads
- Parking
- Streets
- Electrical Infrastructure
- Plazas

### One Water



- Potable water
- Sewers and Drainage
- Green Infrastructure

### Services



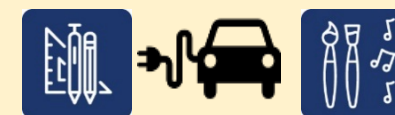
- Third Party Utilities
- Development Permits
- Public Realm Cleanliness
- Filming
- Street Permitting

### Zero Waste



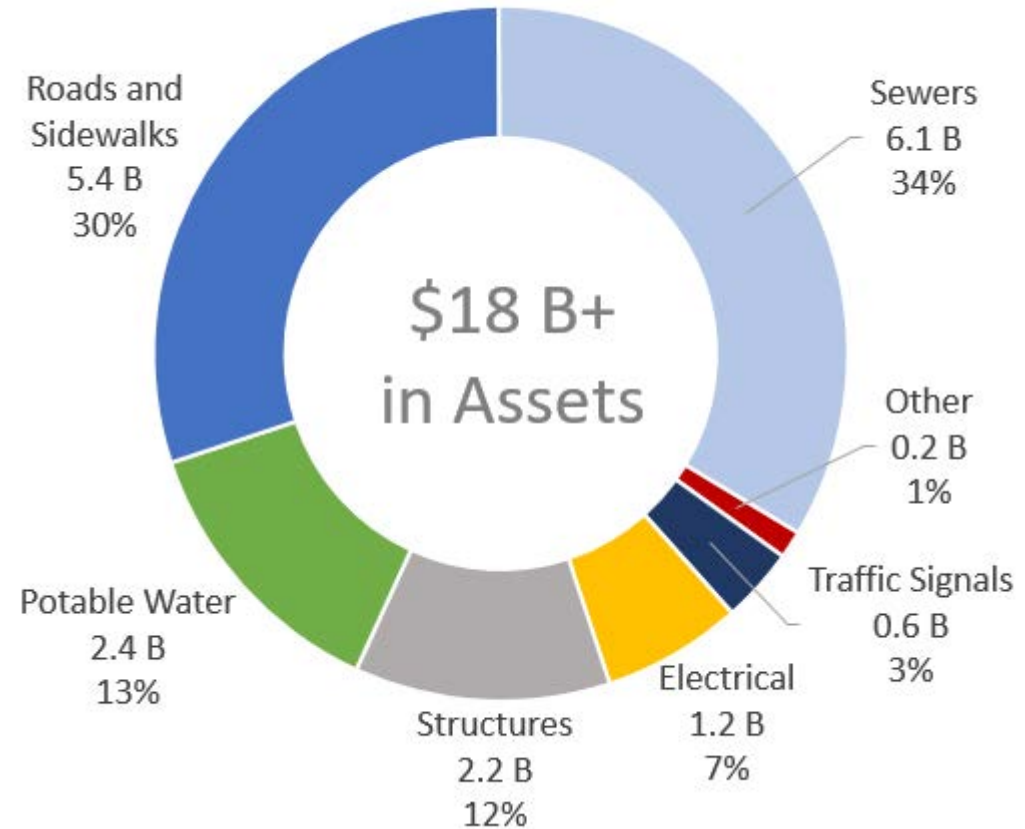
- Solid Waste Facilities
- Collection (waste and green bin)
- Transfer Station
- Disposal Service
- Recycle

### Others



- City Fleet
- Yards
- Neighbourhood Energy Utility
- Green Operations
- Special Events Support
- Social Enterprise
- Urban Issues Response
- Weather Event Response

- **2,200+** staff
- Asset value: **\$18B+**
- **7 Divisions, 37 Branches**
- Vertically integrated
- **60+** medium/large projects per year, range **\$1M-\$200M+**
- Dedicated focus on safety and customer service



Engineering budget is predominantly spent on the **operating, maintenance and rehabilitation** of these assets

# Delivering the 2022 Budget – 5% scenario

#VANBUDGET2022



Address Affordability and the Housing Crisis

- Accelerate permit review times of affordable housing applications



Protect and Build a Resilient Local Economy

- Support movement of goods and people
- Expansion of Sidewalk and Curbside Patio Permit
- Support public life recovery



Increase Focus on Equity and Critical Social Issues

- Social enterprise investments (micro-cleaning and graffiti)
- Inclusive Public spaces
- Support for Special Event Organizers



Accelerate Action on Climate Change

- Deliver Climate Emergency Action Plan
  - Accelerate use of electric vehicles in city fleet
  - Implement curbside electrical program
- Deliver new green infrastructure assets
- Recycled aggregate in construction projects



Deliver quality core services that meet resident's needs

- Planning, management and delivery of public infrastructure
- Replacement of critical assets
- Provide street cleaning and street maintenance
- Integrate utility and public realm services

Approx. 80-85% of Engineering's budget is funded by utility fee and other user fees (eg. Parking, Development)

## Initiatives not included in 5% - delivered in future years #VANBUDGET2022

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- Does not include 2021 one-time investment for enhanced street cleaning programs. This includes:
  - The downtown feces clean-up pilot project.
  - The downtown litter and debris clean-up project
- Does not include funding to retain and maintain the 36 new plazas and parklets implemented across the City during COVID-19. It may:
  - results in deterioration in the plaza and parklet condition; and
  - lead to potential removal due to inability to properly maintain these assets
- Does not include funding to improve and maintain new neighborhood transportation (“Slow Streets”).
  - Slow street installations were implemented during COVID-19 to improve pedestrian access.

- Holding 1.3% vacancies reduces service level to residents and will require higher repair costs in the future. Furthermore, it leads to increasing burnout of staff.
- The budget includes reinstatement of TransLink's maintenance funding for the Major Road Network. The City received no funding in 2020, which impacted the condition of these roads. Funding was restored part way through 2021. The Pavement Condition Index fell from 74 (2017) to 63 in 2020. The target is 75.
- Costs of implementing the latecomer program and the IT solution to administer the latecomer agreements that has recently been approved. This cost will be recovered through the latecomer fee over time.
- Operating costs to support the expansion of ~250 summer patios, offset by fees collected from the program.
- Support for ~600 special events in accordance with the Council approved FestShare program.

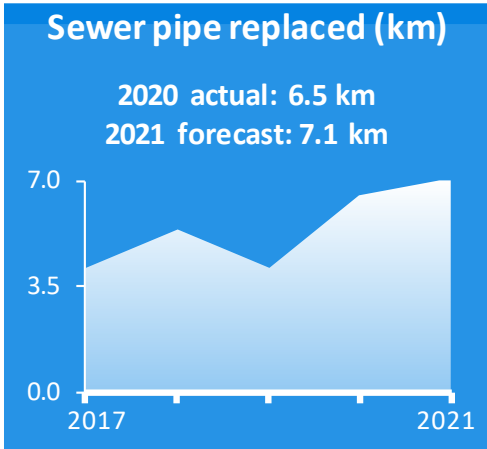
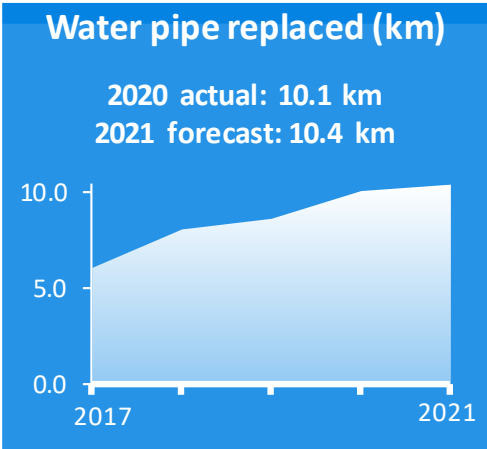
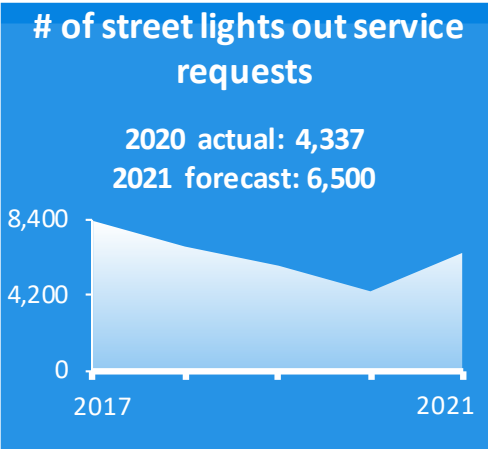
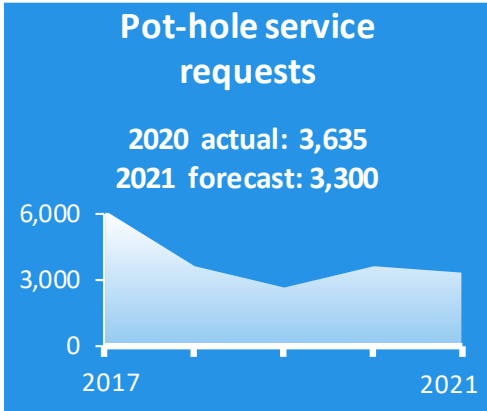
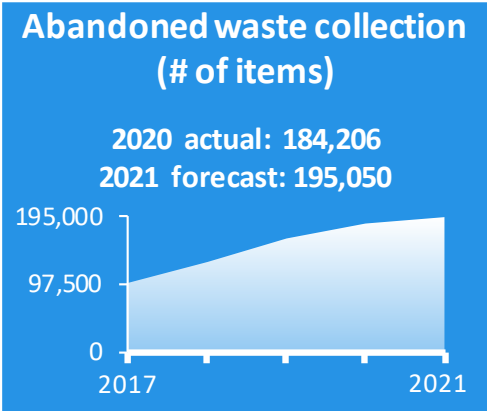
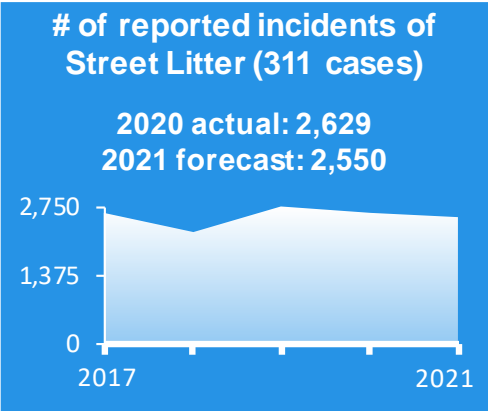
## 4% scenario

- Further increase residential permit parking by an additional 10%, to a total of 20%.
- Deferral of CEAP program - Walking and cycling improvement (~25% - 30%)
- Street Cleaning Grant (25%)

## 3% scenario

- Items listed in the 4% scenario. In addition to the above:
  - Further reductions to street cleaning and micro-cleaning grants
  - Reductions to street paving and street maintenance.
  - Further reduction to CEAP funding allocated to walking and cycling.

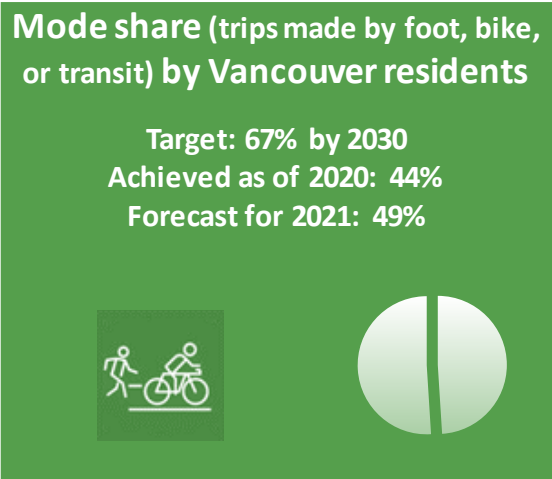
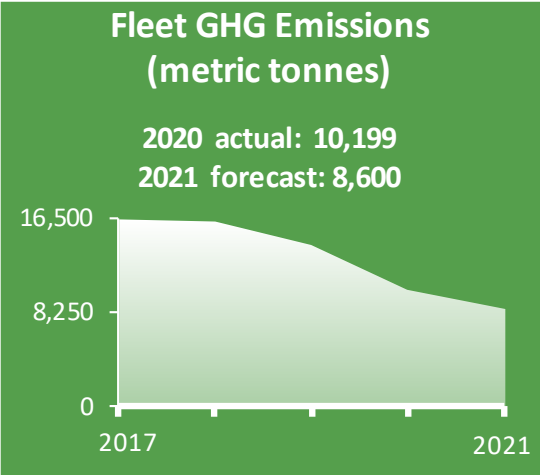
Deliver quality core services that meet residents' needs



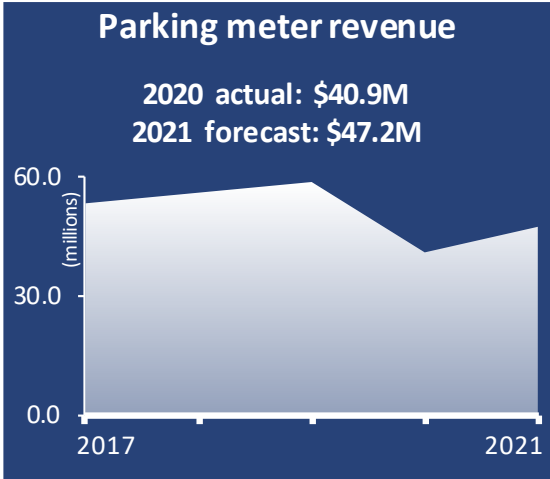
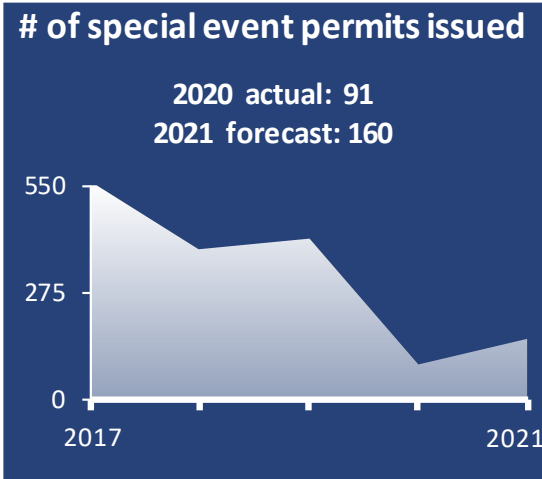


# Key Metrics (2017-2021)

## Accelerate Action on Climate Change



## Protect and Build a Resilient Local Economy



\$ in M	2021 Budget	2022 Draft	\$ Change	% Change
<b>Revenues</b>	13.9	14.4	0.5	3.9%
<b>Expenditures &amp; Transfers</b>	102.9	110.1	7.2	7.0%
<b>Net</b>	89.0	95.7	6.6	7.5%

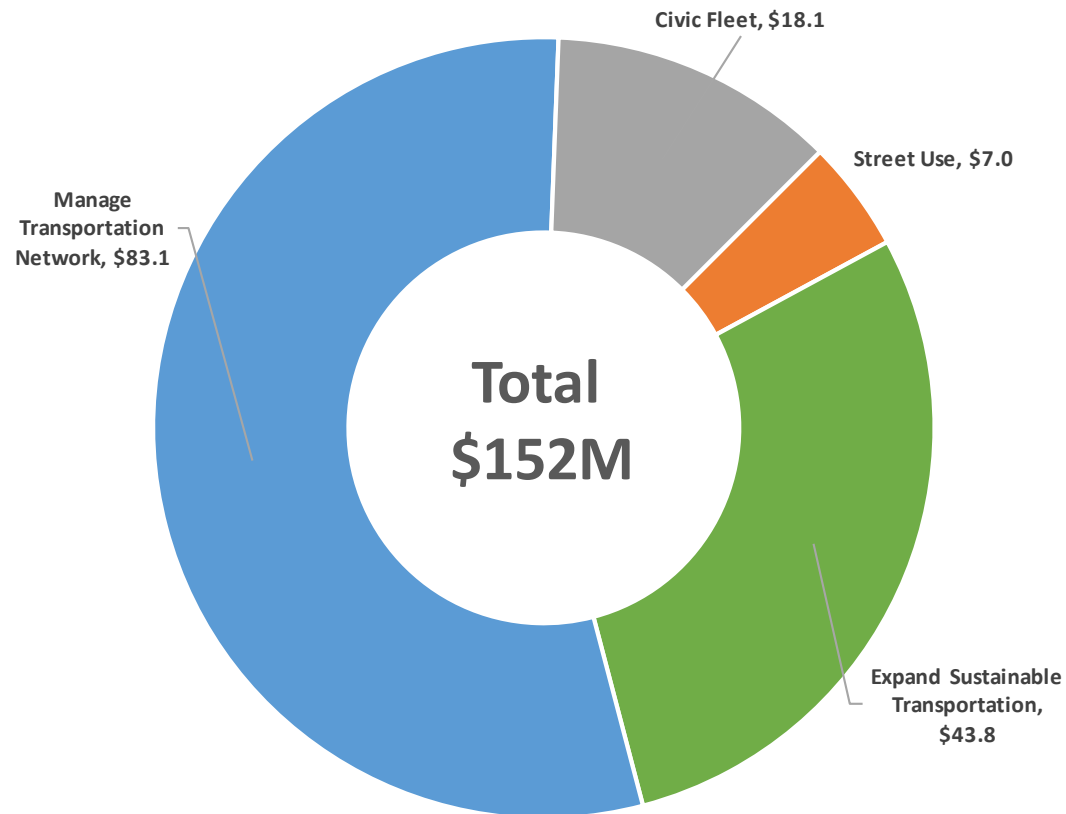
## Budget Highlights:

- Increased overall expenditures in the following areas:
  - Latecomer agreement offsets provided by additional revenues
  - Summer patio program offsets provided by additional revenues
  - Street infrastructure maintenance program funded by Translink recoveries
- Outside of Engineering PW budget, corporate revenue includes projected increases as follows:
  - Parking meter revenue grows by \$8.5M
  - Parking enforcement revenue grows by \$4.0M
  - Other fee revenue grows by \$2.8M

# Draft 2022 Capital Annual Expenditure Budget

(Engineering Public Works 2019-22 Capital Plan Delivery)

#VANBUDGET2022

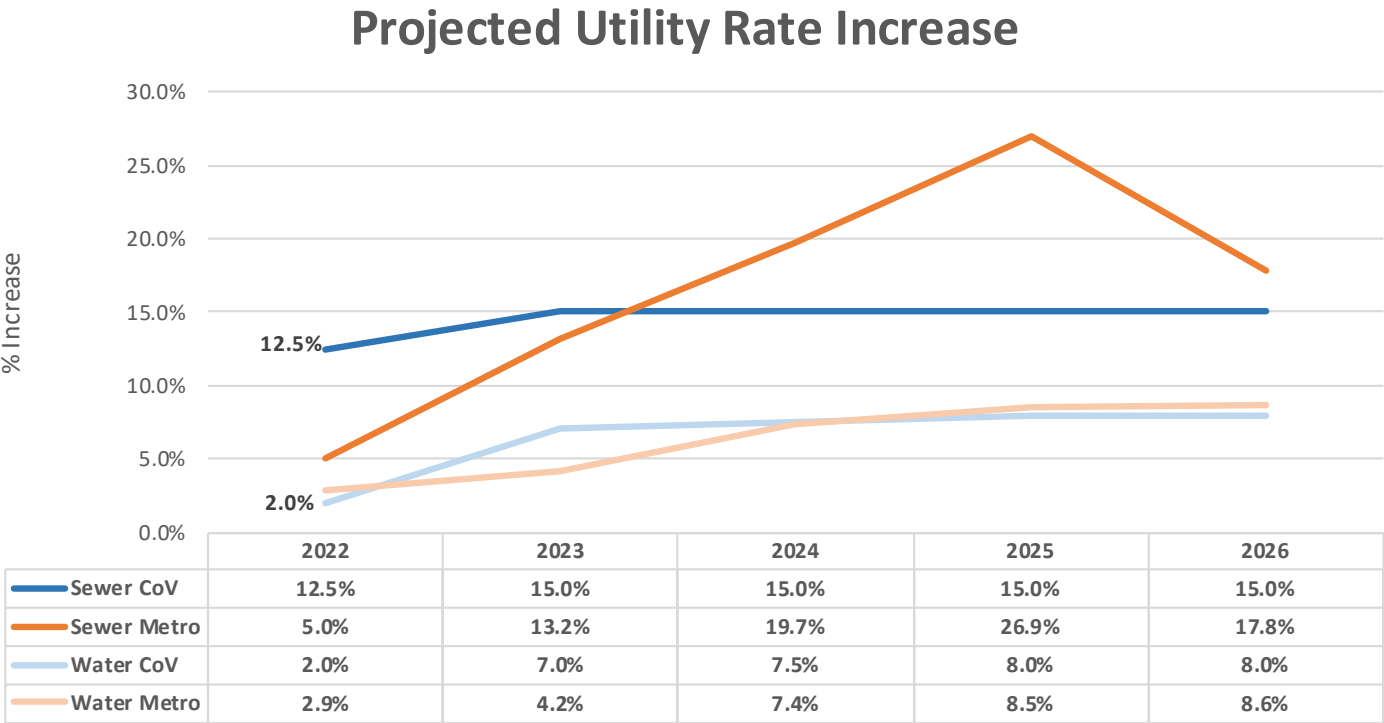


Engineering Public Works is requesting new multi-year budget of \$57M

## Expected Outcomes

- Align towards **Climate Change Priorities**
  - Advance **walking and cycling** projects
  - Improve **safe, active transport to school**
  - Implement **EV Charging Infrastructure**
- Meet **Regulatory Requirements**
- Continue **Rehabilitation and Renewal** of aging assets
- Provide **Safe and Inclusive Streets**
- Improve **operating efficiency** with value-added projects





- 2022 – 2026 Rates for Water & Sewer:
  - Water: 2022 – 2.0%; 2023 – 7.0%; 2024 – 7.5%; 2025-2026 – 8.0%
  - Sewer: 2022 – 12.5%; 2023-2026 – 15.0%
- 2023-2026 rate increase to cover the increases in metro levy and need for infrastructure renewal. It is expected that stabilization reserve balances would decrease significantly between 2023-2026.

# 2022 Water and Sewer Rate Increases – Drivers

#VANBUDGET2022

2022 Proposed Rates	Water	Sewer
<b>City Rates</b>	2.0%	12.5%
<b>Metro Vancouver Levy</b> (2.9% for Water; 5.0% for Sewer)	2.9%	4.2%
<b>City Costs:</b>	(0.9%)	2.8%
<b>Pay-as-you-go for Capital</b> (To fund infrastructure renewal in accordance with Capital Plan)	-5.1%	7.0%
<b>Debt Services Charge</b> (To fund debt servicing in accordance with Capital Plan)	-2.8%	-1.9%
<b>Operating Costs</b> (Collective agreement & equipment costs)	0.7%	0.3%
<b>Transfer to / (from) Reserve</b> (Stabilize rate for future years)	6.4%	0.3%

- Decrease in capital project cost for water utility
  - Major water transmission main rehabilitation project in the 2019-2022 Capital Plan has been completed and less reliance on pay-as-you-go funding in 2022
- Increase in City capital project cost for sewer utility
  - Increase allocation of pay-as-you-go funding towards sewer infrastructure to increase the asset renewal rate for sewer pipes – *Renewal rate increase from 0.5% to 0.7% in the current capital plan*
  - Increase in funding only partially provides the need to achieve a more sustainable rate of asset rehabilitation



2022 Proposed Rates	Solid Waste
<b>City Rates</b>	4.5%
<b>Equipment Costs</b> (Maintenance and replacement of aging Fleet)	2.7%
<b>Other Operating Costs</b> (Fixed costs to manage Sanitations & Landfill operations)	1.5%
<b>Pay-as-you-go for Capital</b> (To fund non-closure related capital projects in accordance with Capital Plan)	0.3%

- 2023 – 2026 Rates for Solid Waste: 2023 – 3.5%; 2024 – 2.5%; 2025-2026 – 2.0%
- Higher equipment costs due to maintenance required for aging fleet and replacement of Sanitation loader trucks





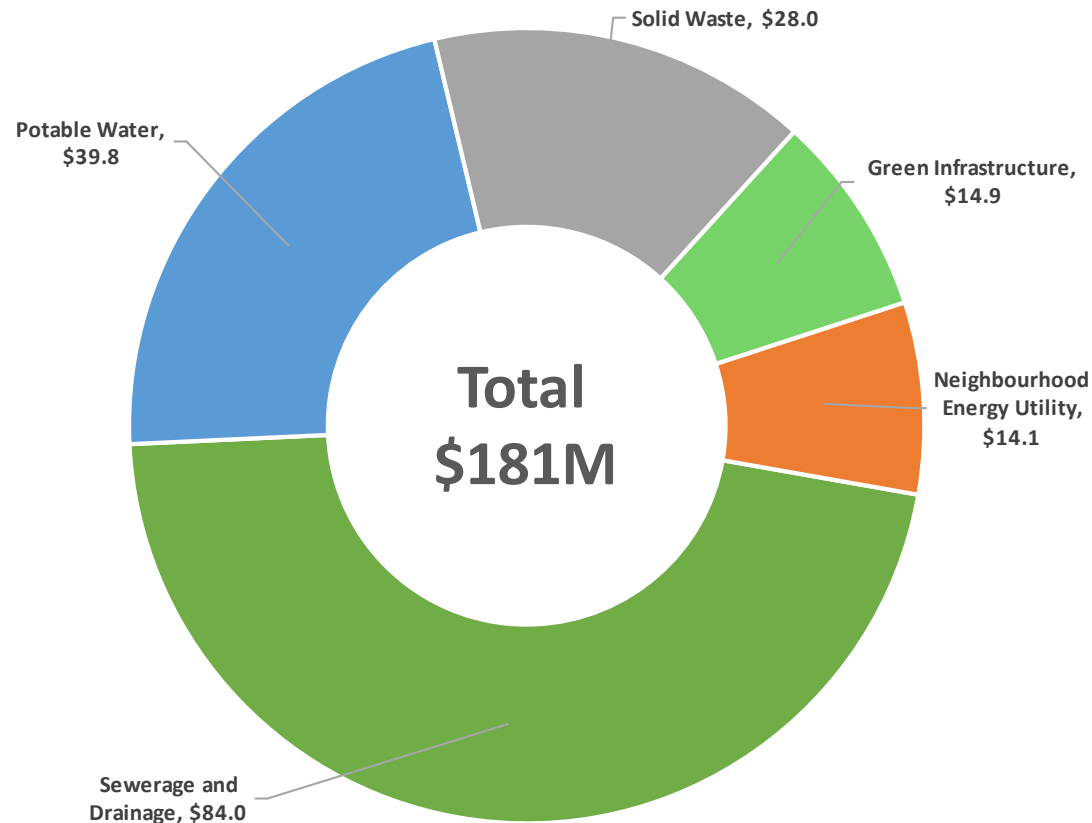
# Draft 2022 Capital Annual Expenditure Budget

(Engineering Utilities 2019-22 Capital Plan Delivery)

#VANBUDGET2022

## Expected Outcomes

- Meet **Regulatory Requirements**
- Continue **Rehabilitation and Renewal** of aging assets
- Deliver **Growth Related Utility Upgrades** in high growth areas
- Advance **Rain City Strategy** and develop strategy for CSO elimination



Engineering Utilities is requesting new multi-year budget of \$104M

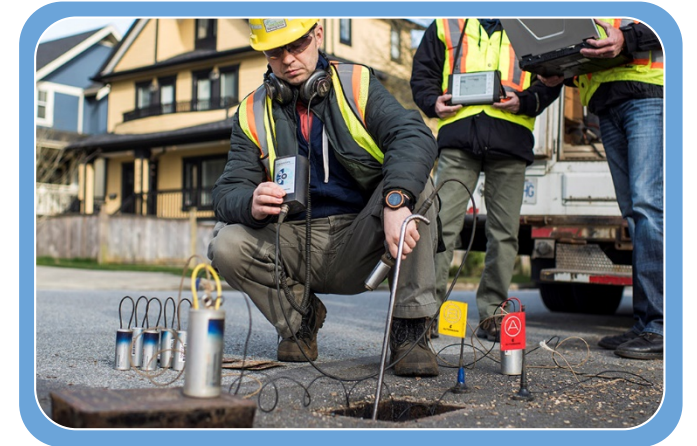
- **Transportation & Street Use**

- Granville Connector
- Parking Meter Replacement
- Climate Emergency Action Plan Initiatives
- Active Transportation Corridors
  - Renfrew and Marine Drive Skytrain Station Sidewalk
  - Engagement phase for Bute and Portside Greenway
- LED street lighting



- **Utilities**

- Water and Sewer Main Aging Renewal
  - (W King Edward Ave, Heather St, E Hastings St, SE Marine Dr)
- Water and Sewer Main Growth Renewal
  - (Cambie Corridor, Oak St, W 54<sup>th</sup> Ave)
- Landfill Closure Phase 4
- NEU Waste Heat Recovery Expansion





# Department Introduction– What We Do

#VANBUDGET2022

## Planning & Park Development



- Capital Plan Delivery
- Planning, Policy & Environment
- Asset Management

## Parks & Green Spaces



- Park Maintenance
- Urban Forestry
- Park Rangers
- Washroom & Janitorial

## Recreation Services



- Community & Senior Centre Programming
- Aquatic, Arena and Fitness Services
- Sport Services
- Outdoor Sports Facilities
- Asset Management
- Community Development & Engagement

## Business Services



- Destination Attractions
- Golf Courses
- Marinas
- Food & Beverage
- Contract Management, Parking, Permitting
- Communication & Marketing
- Fundraising and Development

## Decolonization, Arts and Culture



- Decolonization
- Arts, Culture and Engagement
- Public Art, Monuments & Memorials, Planning

## Strategic Operations and Board Relations



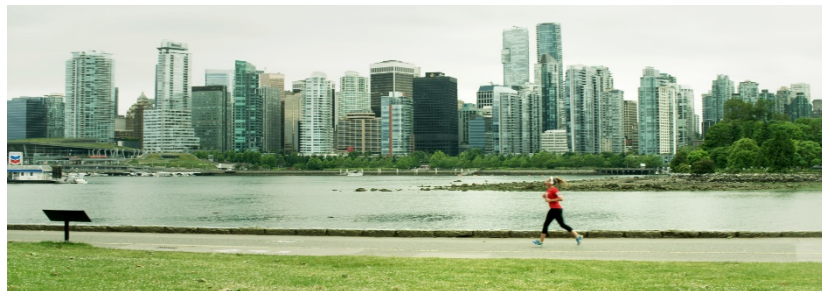
- Strategic Initiatives
- Office & Administrative Functions
- Board Relations



# Park Board – What We Manage

#VANBUDGET2022

- **6** Divisions, over **2,600** staff\*
- **1,343** hectares of park space, **600,000** urban trees
- **23** community centres, **12** pools, **8** rinks, **15** fitness centers and over **300** permitted fields
- Approximately **3,000,000** annual visits to aquatic, arena, and fitness facilities\*\*
- Over **200,000** Championship golf rounds
- Significant number of community organization partnerships (e.g. CCAs, Indigenous groups, sports organizations, non-profits)
- Dedicated focus on delivering service equitably, weaving the city together, and welcoming everyone



\* Includes auxiliary, part-time and full-time staff

\*\* Annual visits before COVID-19 pandemic

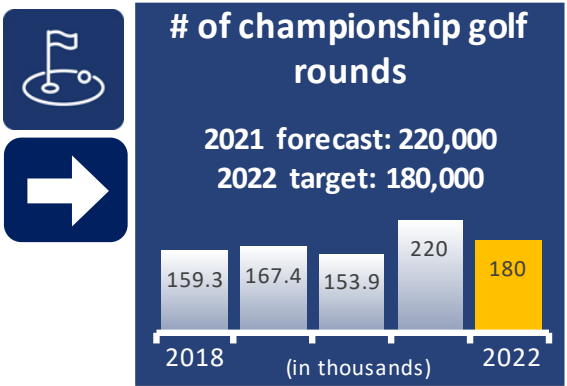
- Priority initiatives in 2022 continue to focus on:
  - Reopening and Recovery
  - VanPlay: Equity Initiative Zones, Connectivity and Asset Targets
  - Reconciliation & Decolonization
  - Equity Access and Inclusion
  - Climate Change and Adaptation
  - New and Renewed Facilities and Assets
  - Policy and Organizational Development
  - Janitorial and Maintenance
  - Health and Safety
  - Sport Development



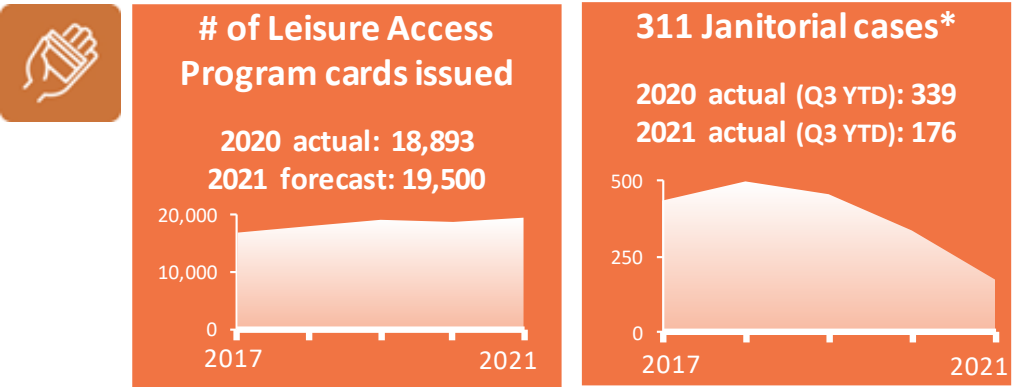
## Parks and green spaces



## Business services



## Recreation programming and facilities



\*311 janitorial cases calculated for the comparative period Q3 YTD



# Investments included in 5%

Investments Included in 2022 Budget - 5% tax scenario		
Service Priority	Description	In-year (\$M)
<b>Operating Impacts of Capital</b>	Operating impacts of capital projects including park enhancements and urban forestry projects, in addition to maintenance costs for park capital projects	<b>0.8</b>
<b>Life Saving Society Audit - Deck Staff</b>	Investment in staff deployment plan to meet national standards based on Life Savings Society Audit findings - Fully funded by increased recreation user fees (subject to Park Board approval)	<b>0.6</b>
<b>Total</b>		<b>1.4</b>

Additional Revenue Included in 2022 Budget - 5% tax scenario		
Service Priority	Description	In-year (\$M)
<b>Business Services</b>	In order to meet City budget targets previously unbudgeted booking fees have now been included in the budget along with a combination of increased volume expectations and fee increases.	<b>1.0</b>
<b>Life Saving Society Audit - Deck Staff</b>	Increase recreation user fee revenues by 5% in order to invest in the additional deck staffing required to meet national standards based on Life Savings Society Audit findings (subject to Park Board approval)	<b>0.6</b>
<b>Total</b>		<b>1.6</b>

# Service Impacts included in 2022 budget

#VANBUDGET2022

Investments Deferred in the 5% Budget scenario:		
Service Priority	Description	In-year (\$M)
<b>Vacancy Savings</b>	Vacancy savings distributed to all City Departments and Boards to help balance the budget. Holding these vacancies will cause a decrease in park cleanliness and safety along with a disruption in recreation services.	1.1
<b>Defer Swim to Survive Implementation</b>	Continue to delay launching Grade 3 swim program. This equity program will help ensure all children are provided the opportunity to receive basic lifesaving skills instruction. Deferring the program will impact children in Vancouver, particularly those with income or other access considerations.	0.2
<b>Defer Restart of Kensington Pool</b>	Defer the restart of Kensington pool. This delay will directly impact service to the community reduction of 9% of planned indoor pool service hours for 2022 (76.5 hours per week or 3,978 annual indoor pool service hours).	0.1
<b>Reduce discretionary spend</b>	Reduce discretionary spend on meeting, office, travel, conference and training expenses.	0.1
<b>Total</b>		<b>1.4</b>

# Initiatives not included in 5% - delivered in future years #VANBUDGET2022

Investments Not Included in 2022 Budget		
Service Priority	Description	In-year (\$M)
<b>Park Rangers</b>	Investment to support the Rangers Service Model with the addition of 16 regular full time positions. The current budget doesn't address the growth in population and parks and the increased use and complexity of park spaces has required increased ranger services. The total investment request is \$1.8m. Park Board is requesting that the investment be funded over 2 years; \$1.0m in 2022 and the remaining \$0.8m in 2023.	<b>1.0</b>
<b>Marketing &amp; Communications</b>	Investment required to expand communications and marketing functions to keep pace with growing demands	<b>0.4</b>
<b>Access &amp; Inclusion Program</b>	Investment to support programs serving Adapted and 2SLGBTQ+ residents which will allow the Park Board to make progress on Delivering Services Equitably by supporting staff retention, psychological safety and inclusion.	<b>0.2</b>
<b>Manager, Environment &amp; Sustainability</b>	Investment in Park Board management oversight of Climate Emergency + Resilience, Biodiversity Strategy, Access to Nature, Vancouver Plan – Ecological City, One Water and MST environmental and restoration / stewardship	<b>0.1</b>
<b>Total</b>		<b>1.7</b>

## 4% scenario

- Staff savings would need to be achieved through a combination of the following:
  - Closing and/or reduced hours at recreation centres
  - Closure of sports fields, reduction in Park Ranger service
  - Decrease in essential programs for youth/seniors and service delivery in high need communities (resulting from reduced facility hours)

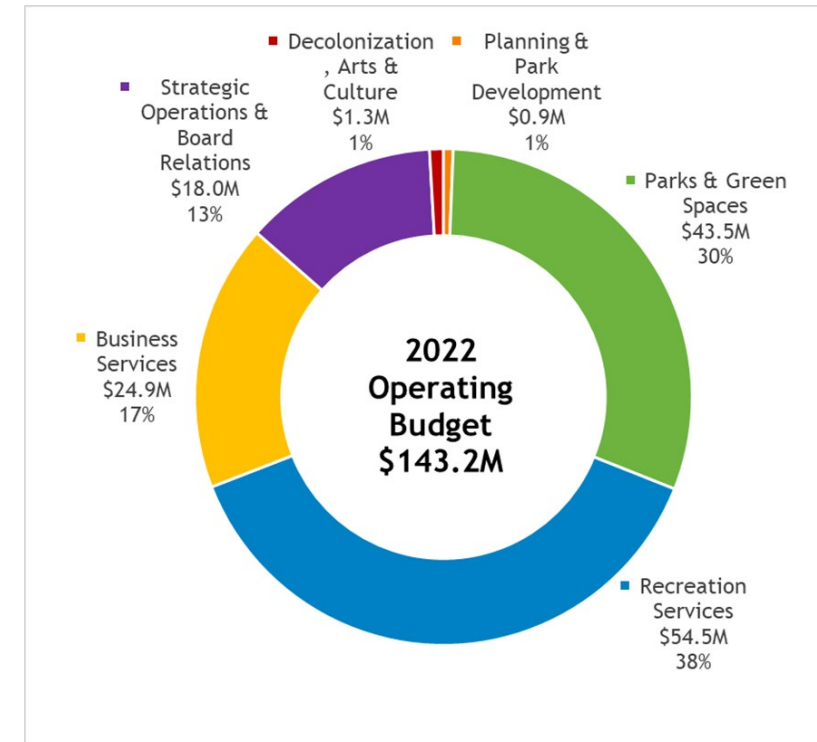
## 3% scenario

- Park Board would not be able to support the Park Rangers program
- Park Board would require recreation centres to close due to staffing shortages
- This would have significant safety and service impacts to the community

\$M	2021 Budget	2022 Draft	\$ Variance	% Variance
Revenue	\$42.8	\$65.5	\$22.7	53%
Expenditures & Transfers	\$135.6	\$143.2	\$7.6	6%
<b>Net</b>	<b>\$92.8</b>	<b>\$77.7</b>	<b>(\$15.1)</b>	<b>-16%</b>

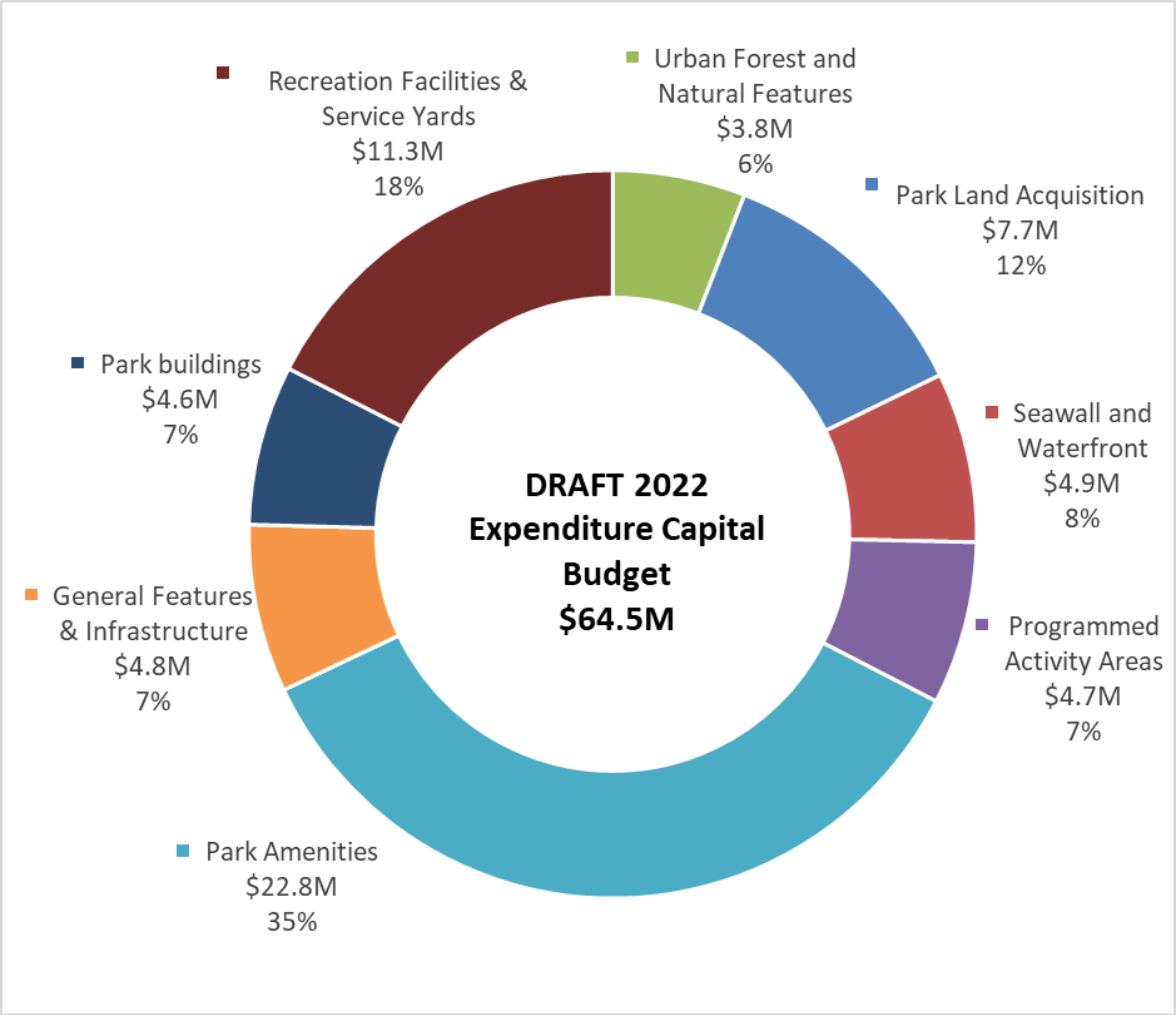
## Budget Highlights:

- Revenue increase of \$22.7M to pre-pandemic levels
- Expenses and transfers roughly equal to 2021 levels adjusted for fixed cost increases, provides limited funding for new initiatives and includes ~1% vacancy savings.



# Draft 2022 - Expenditure Capital Budget

(2019-22 Capital Plan Delivery)



Proposed new multi-year budget of \$22.8M.



# 2022 Capital Project Highlights

#VANBUDGET2022

## Park Land Acquisition

- Continued focus on City-wide sites as per plan

## Urban Forest and Natural Features

- Tatlow Stream Daylighting Design - constr 2023
- Canyon Ck Daylighting Design - constr pending next Cap Plan
- DTES Street Tree project – implementation Q2 2022

## Seawall and Waterfront

- Reopen Harbour Green Dock Q2 2022
- Alder Bay Dock Design - 2022 constr pending next Cap Plan)

## Programmed Activity Areas

- Competitive Track & Field Facility Design –2022 implementation pending next Cap Plan
- Montgomery Park Playfield Renewal – complete 2022 Q2

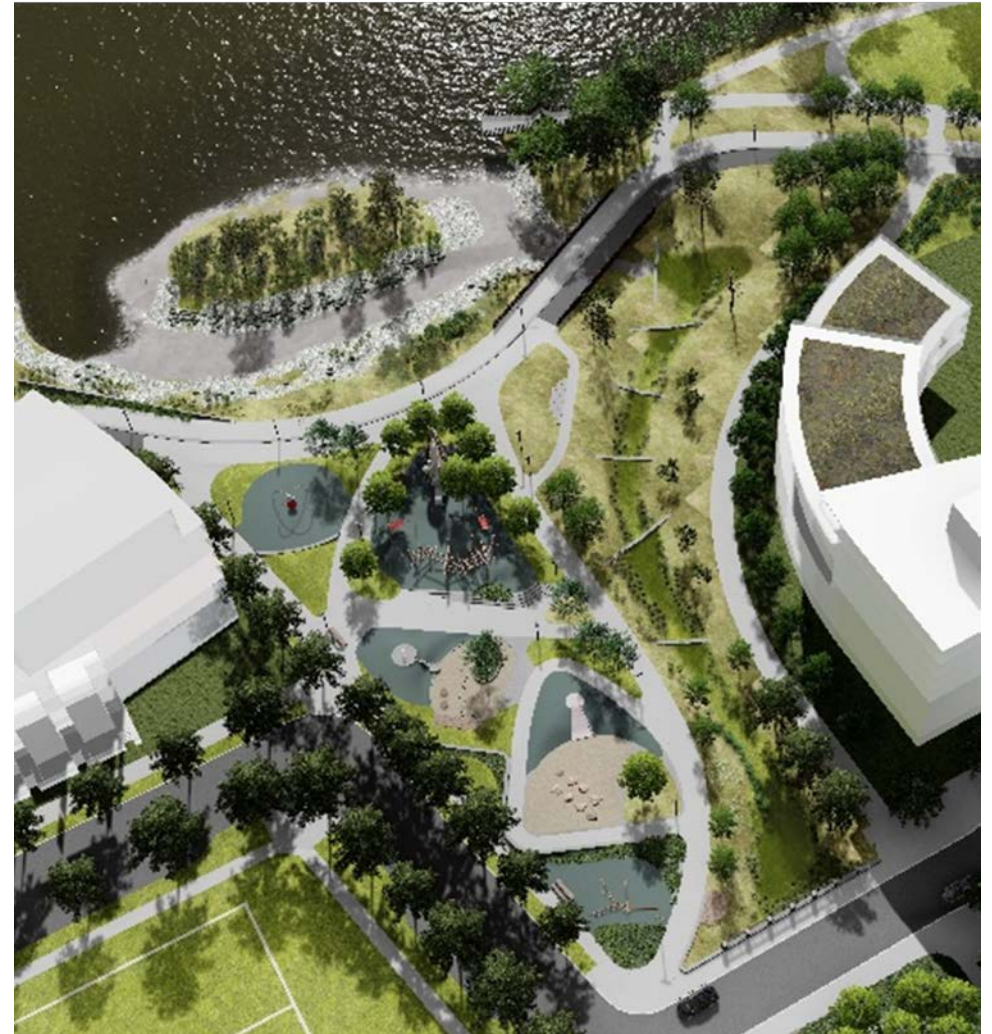


Tatlow Stream Day-lighting – concept rendering



### Park Amenities

- New Park at Smithe and Richards St Open Q1 2022.
- East Fraser Lands Parks – Implementation Sawmill Cres, Foreshore + South Kinross Parks
- Burrard Slopes Park – Engagement + Design (deconstruction); Implementation 2024
- Main & 7th – Design 2022 Implementation 2023
- East Park & Creekside Park S - – Engagement + Design; Implementation 2024



South Kinross Park – concept rendering



Skate Strategy Engagement – Sunset Beach Pop-Up Plaza

### Master Plans + City-wide Strategies

- John Hendry Park Master Plan – currently in engagement; complete Q2 2022
- Imagine West End Waterfront –2022 Concepts & Ideas; complete Q2 2023
- Queen Elizabeth Park Master Plan –EOI complete RFP Q1 2023
- Sport Field Strategy –complete Q2 2022
- Skateboard Amenities Strategy - Q2 2022
- Stanley Park Comprehensive Plan –public engagement 2022 complete Q4 2023
- Stanley Park Mobility Study – complete Q3 2022

### General Features and Infrastructures

- Stanley Park Entrance Pedestrian Bridge Renewal Design 2022, Implementation 2023

### Park Buildings

- New Washrooms: deliver - CRAB, Coopers, Columbia, design - Tisdale, Stanley Park and Van Tech Secondary School
- Renewed Washrooms: design - Second Beach, Collingwood Park, Locarno and Spanish Banks Beach Park

### Recreational Facilities

- Design: Marpole CC Renewal & new outdoor pool
- VanSplash Implementation per upcoming 4yr Cap Plan discussion
- Complete Q1: Community Centre Renewal Strategy - implementation 4yr plan

### Service Yards - Sunset Service Yard Renewal

- 2022 permitting, construction tender, construction start Q1 2023



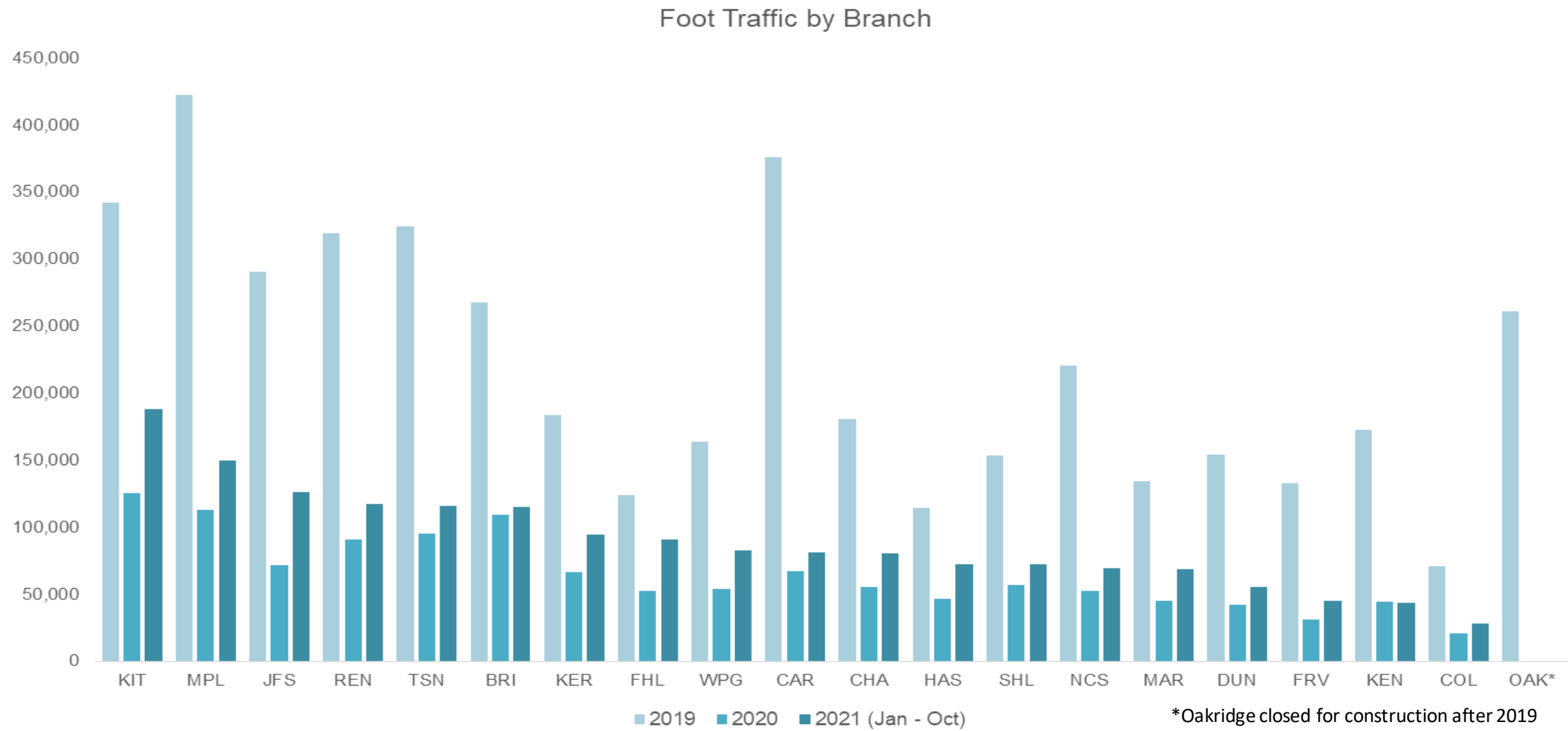




21 locations

500 public computers

500 FTE staff





MORE THAN **180,000** ACTIVE  
LIBRARY CARD HOLDERS



MORE THAN **2.3** MILLION  
ITEMS AVAILABLE



OVER **6.7** MILLION  
ITEMS BORROWED



DIGITAL BORROWING  
**UP 42%** OVER 2019



**2** MILLION VISITS YTD



OVER **100,000** PEOPLE  
PARTICIPATED IN AN  
ONLINE PROGRAM



**95%** OF VANCOUVER  
RESIDENTS BELIEVE VPL IS  
AN IMPORTANT PART OF  
THEIR COMMUNITY



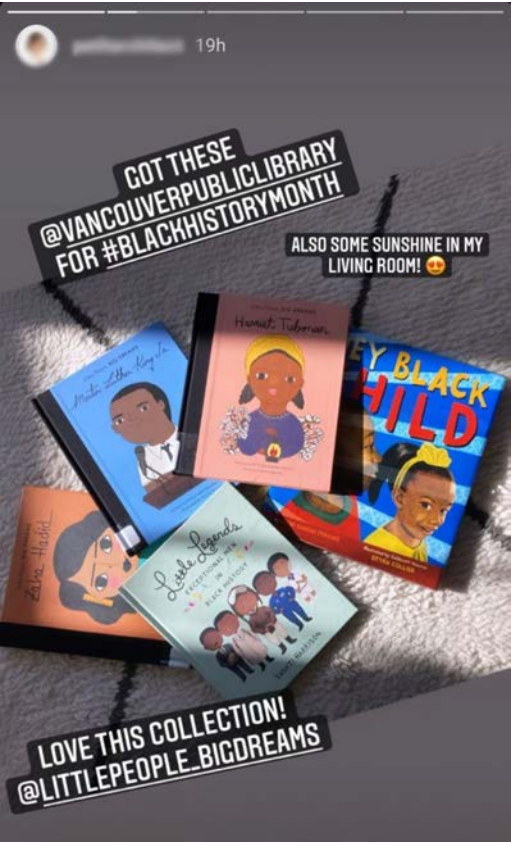
**92%** ARE SATISFIED  
WITH VPL'S SERVICES



- Continue to **increase digital resources and programs**
- Work with Musqueam Indian Band to **reflect Indigenous history, language and culture** in Marpole Branch redevelopment
- Improve **accessibility** for people with disabilities
- Leverage partnerships to **support newcomers**

# Highlights of 2022 core services and priorities

#VANBUDGET2022



## 5% Scenario – Budget Impacts

Budget Impacts	Cost reduction	Public visits affected
<b>Reduce hours at 6 smaller locations</b> <i>57.5 hours weekly across Collingwood, Dunbar, Fraserview, Hastings, Marpole, South Hill</i>	\$ 184,000	125,000
<b>Delay full day Sunday hours at Joe Fortes</b> <i>from 4 hours to 8 hours</i>	\$ 48,000	20,000
Hold administrative vacancy <i>Impact on staff productivity/workload</i>	\$ 75,000	N/A

**Total 2022 budget reduction (one time): \$ 307,000**

### 4% SCENARIO

- Reduce hours by 61.5 hrs/wk as in 5% scenario
- Plus close one small branch or reduce another 50-60 hrs/wk
- 180,000+ public visits affected; approx. 7-10 FTE

### 3% SCENARIO

- Close two small branches and reduce hours (total reduction 120+ hrs/wk)
- 230,000+ public visits affected; approx. 19 FTE



Increase Focus on Equity and  
Critical Social Issues

- \$232K to restore hours proposed to be cut in 5% scenario (one-time)
- \$475K for ongoing Fine-Free services to address equity for lower income residents



VPL restored library access for nearly **8,000** previously blocked patrons



Almost **22,000** patrons participated



Total debt forgiven: **\$505,300**



Average amount forgiven: **\$23**

**Cost for fully fine free service: \$475K**

\$ in M	2021 Budget	2022 Draft	\$ Change	% Change
<b>Revenues</b>	(4,782)	(4,782)	-	0.0%
<b>Expenditures &amp; Transfers</b>	55,193	57,574	2,381	4.3%
<b>Net</b>	50,411	52,792	2,381	4.7%



# Notable Capital Projects

- Marpole Branch renewal/expansion
- Oakridge Branch renewal/expansion
- Joe Fortes Branch (West End) Master plan for renewal and expansion



Oakridge Concept Illustration

# Notable Capital Projects

#VANBUDGET2022

- Early literacy space at Britannia
- Revitalized Children's Library at Central



*New Early Literacy Space at Renfrew Branch*



*Concept for future Children's Library feature*

# Thank you

# #VANBUDGET2022







Planning, Urban Design and Sustainability (PDS) is responsible for implementing City Council's vision and direction through the creation of plans, policies and by-laws that guide the physical and economic development of the city. The two core functions of PDS are long-range and current planning. PDS work groups are: Housing Policy & Projects, City wide and Regional Planning, Sustainability, Community Planning, Development Planning including Landscape and Heritage, and Rezoning.

PDS comprises 5 distinct services of:

- Economic planning and development contributions
- Affordable housing
- Sustainability
- City-wide and community planning
- Current planning and regulation policy



# Highlights of 2022 core services and priorities

#VANBUDGET2022



Address Affordability and the Housing Crisis

- Housing Vancouver Implementation
- Broadway Plan
- Accelerate review times of affordable housing applications
- Jericho Lands Policy statement



Protect and Build a Resilient Local Economy

- Economic planning components of the Vancouver Plan
- DCL Pipeline review
- Small business policy and recovery initiatives
- Support the City's capital planning efforts



Increase Focus on Equity and Critical Social Issues

- DTES plan
- Chinatown Transformation program
- Partnerships with Musqueam, Squamish and Tsleil-Waututh Nations.
- Heritage Action Plan



Accelerate Action on Climate Change

- Climate Emergency Action Plan implementation
- Climate Change Adaptation Strategy



Deliver quality core services that meet resident's needs

- Development Process Redesign
- Development review and approvals
- Permitting modernization task force
- Policy Enquiry Process

The core services and priorities for PDS are focused across several Council Priorities.

# The Vancouver Plan

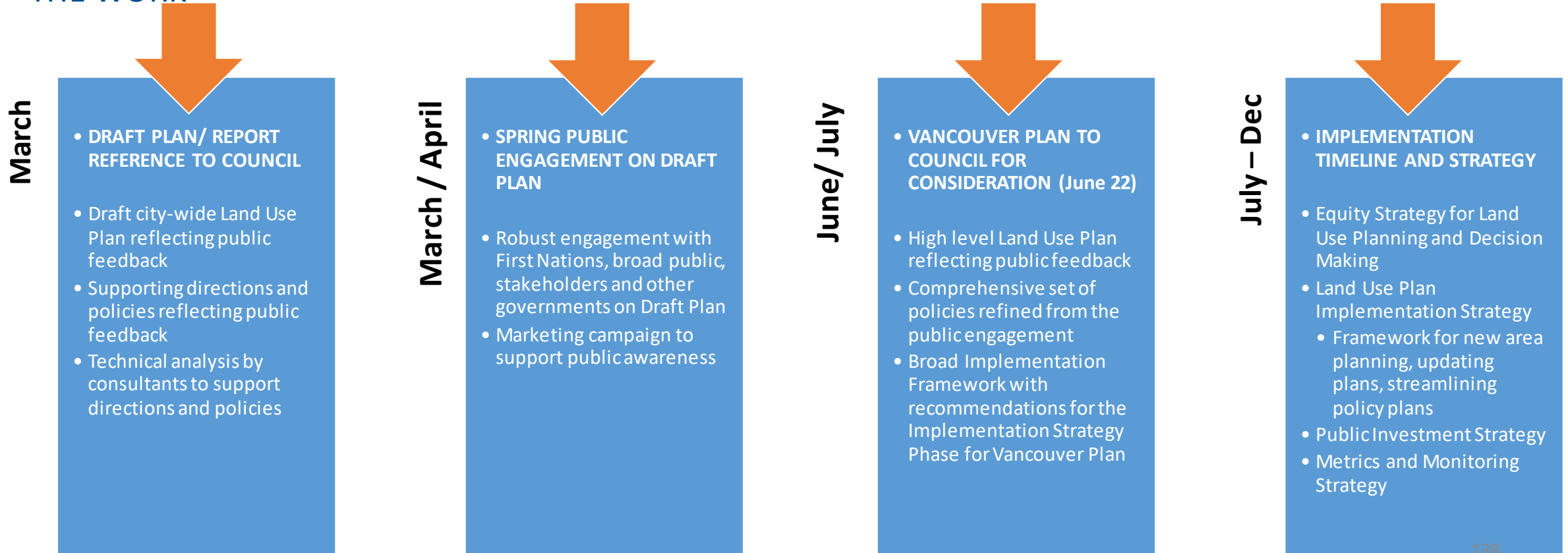
## FUNDING

- Budget 2019-2022: \$11.4M
- Forecast spend to Dec 2021: \$7.8M
- 2022 budget \$3.6M (\$0.8M existing funding, \$2.8M new for 2022)

## THE PEOPLE & PROGRAMS

Salary for 21 positions: \$2.5M  
(ENG:2, ACCS:2, Finance:1, PDS:16)  
Consultation & Engagement: \$0.9M  
Partnerships: \$0.2M

## THE WORK





## Service Impacts included in 2022 budget – within 5% #VANBUDGET2022

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- Holding 1.5% vacancies creates risk of increased wait times for development application processing, reduced service levels for operational, and decrease in organizational effectiveness.
- Reduction in consultation and engagement budget eliminates flexibility to respond to emerging priorities and keeps public engagement online rather in-person hybrid
- Incremental funding to deliver the Vancouver Plan by Q2 2022 and preliminary implementation in remainder of 2022

- Funding for two Housing Policy and Regulation Division positions that were transferred to PDS without a funding source. These positions would need to continue being absorbed within the PDS budget, putting pressure on other areas within PDS

### 4% scenario

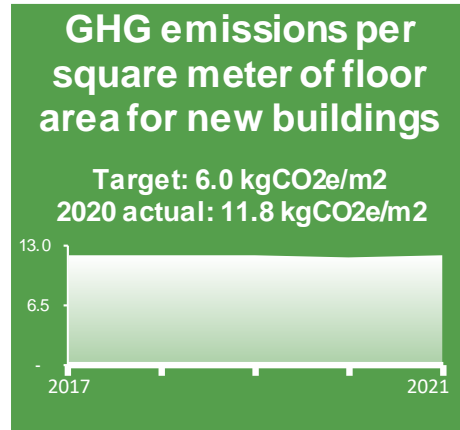
- Further reduction the Planning Consulting & Engagement budget - thereby impacting the Broadway engagement initiatives (in person to online)
- Reduction of postage budget results in a reduced reach into the community

### 3% scenario:

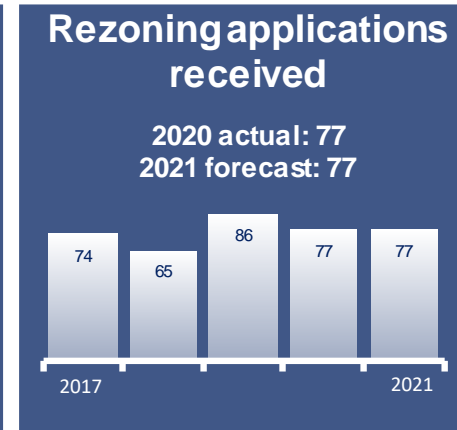
- Achieving the 3% tax scenario would result in inability to advance small area planning work, such as Rupert Renfrew Area plan, and
- A further reduction in general consultation, engagement and postage budget would be required, diminishing community engagement and public notification overall.

# Key Metrics

### Climate



### Rezoning



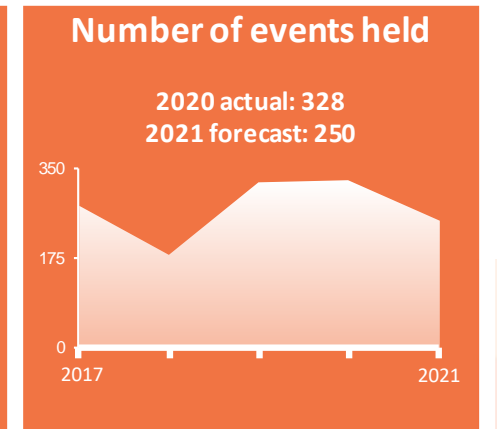
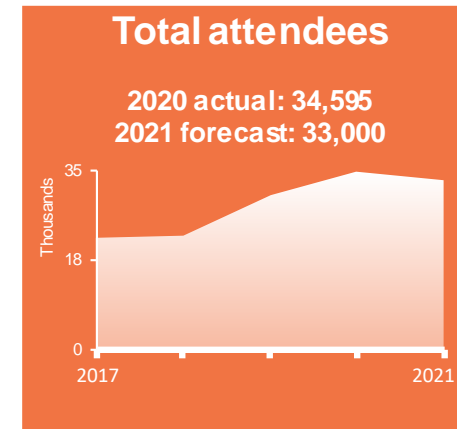
### Economy



### Housing



### Public engagement



\*Cumulative, approved under the 2018-2027 Housing Vancouver Strategy. Note that tracking progress towards 10-year Housing Vancouver targets began in 2017

# 2022 Operating Budget

#VANBUDGET2022

PDS generates rezoning fees in the amount of \$5.9M which are held centrally.

Most rezoning fees will increase by 5% in 2022 as approved by Council on RTS 14618, November 2<sup>nd</sup>, 2021

\$ in M	2021 Budget	2022 Draft	\$ Change	% Change
Revenues*	1.3	0.1	(1.2)	(92.3%)
Expenditures & Transfers**	28.9	32.3	3.3	11.5%
Net	27.6	32.2	4.5	16.4%

## Budget Highlights:

### Revenues

- (\$1.2M) reduction due to the Province's cancellation of the Climate Action Revenue Incentive Program (CARIP); offset by reduction in expenditures below

### Expenditures:

- \$2.8 incremental investment to continue the Vancouver Plan
- \$1.2M compensation and benefit expenses arising from negotiated settlements for existing staff positions
- \$0.8M investment for new office rental to relocate PDS to 510 West Broadway
- (\$1.2M) reduction in CARIP expenditures
- (\$0.3M) reduction in consultation and engagement budget

\* CARIP – Provincial grants are collected in 2021 for the Sustainability reserve to fund climate action investments. Program is being cancelled at the end of 2021.

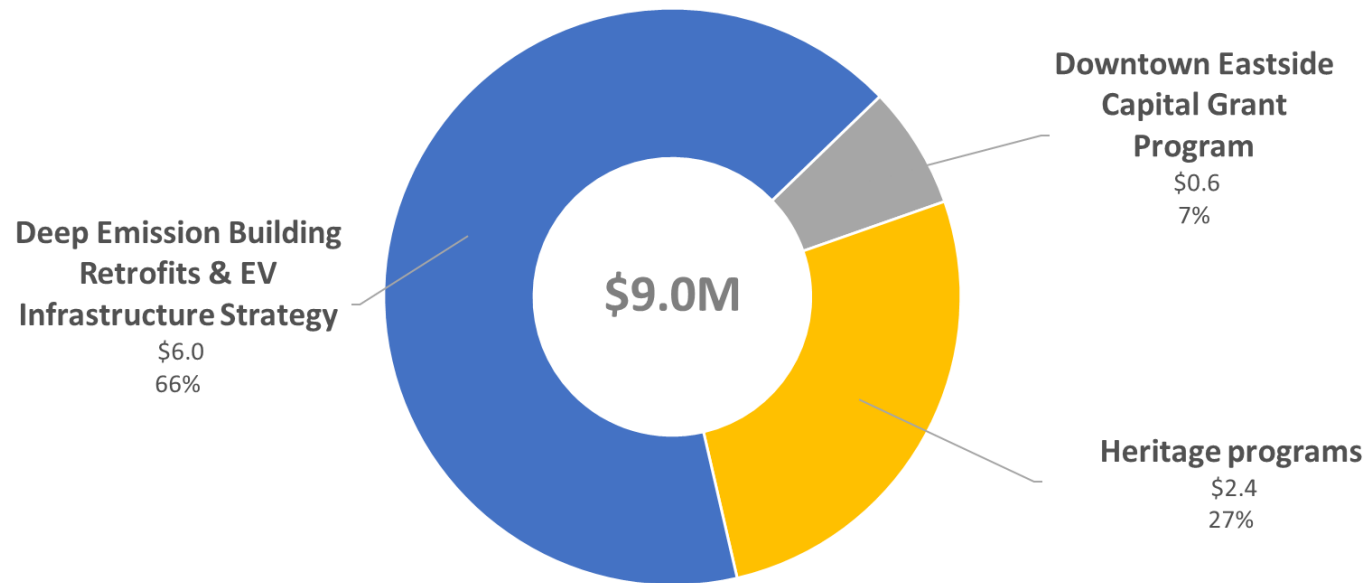
\*\* Transfers are related to climate action investments funded from the revenue (CARIP) above

# Draft 2022 Capital Budget

(2019-22 Capital Plan Delivery)

#VANBUDGET2022

Draft 2022 Capital Project Budget  
(\$ Millions)



## Expected Outcomes

- Support **Climate Emergency** work to reduce carbon pollution in existing buildings by 50% by 2030
- Support **Climate Emergency** work to greater resident uptake and use of zero emissions vehicles
- Matching grants for **DTES community building and support for non-profits**
- Support **Conservation of Heritage Buildings** city-wide





344 Full-time Equivalents  
100% Fee Funded

### 3 Divisions:

Permitting Services  
Inspection & Bylaw Services  
Licensing & Policy

#### Permitting Administration Lifecycle, Compliance & Enforcement

- Customer Request Management & Support
- Permits Administration (Development, Buildings, Trades, Occupancy, Operating, etc)
- Plan Review Services
- Sub-division and Strata Approvals
- Inspections and Field Services
- Proactive Enforcement
- Property Data and Records Research Services
- Addressing Services
- Development and Construction Payment Administration

#### Licensing

- Business Licensing
- Vehicle for Hire Licensing
- Short-term rental

#### Animal Services

- Animal Licensing
- Sheltering
- Education and Enforcement

#### Policy and regulatory design

- Building Standards Policy
- Business License
- Community Standards Policy
- Animal Stewardship Policy



Address Affordability and the Housing Crisis

- Continue to expand focus of Affordable Housing team to cover end-end permitting lifecycle
- Enhance current Short term rental data analytics to support licensing and enforcement



Protect and Build a Resilient Local Economy

- Business License Review Project
- Improve Customer Contact Channels for Permitting and Licensing services.
- Update and modernize Vehicle for Hire Licensing
- Monitor, adapt and enable licensing and enforcement to support emerging Cannabis industry



Increase Focus on Equity and Critical Social Issues

- Focus on proactively managing and enforcing vacant properties
- Develop policy approach regarding aggressive dogs
- Review protection and support for people during elevator break down.



Accelerate Action on Climate Change

- Implement new energy standards for low-density housing
- Establish a permit process for installation of green heating choices in low-density housing
- Develop licensing operation to encourage EV charging.



Deliver quality core services that meet resident's needs

- Enable electronic plan submission (e-Plan)
- Review of the Fire Sprinkler permitting process
- Develop the Interactive Digital Development Application (IDDA) tool to support development approvals process

Continued emphasis on the permitting and licensing modernization, focused on identifying, assessing, prioritizing and implementing a variety of near and longer term process and customer experience improvements, including:

- Enhanced Customer Contact Channels to support continual improvement of customer inquiry response times.
- Publication of processing time data to support increased transparency and predictability.
- Continued implementation of e-Plans to include Building Permit, allowing the City to review and issue approved plans in electronic format.
- Initial version of Interactive Digital Development Application (IDDA) to be launched, simplifying access to relevant rules and conditions for customer projects / requests.

## What DBL is doing differently in this term in the delivery of core services

- Partnering with industry experts to develop solutions aimed at facilitating improved processing times and better customer experiences through the use of rapid testing tools and integration of new technologies.

- **Permitting Services**

2 additional FTEs to support the permanent Summer Patio Program, funded by \$0.2M increase to patio permit fees (RTS 14059 – September 22, 2021)

- **Licensing and Policy**

3.8 additional FTEs to enable the City to address the licensing backlog and respond to business license-related enquiries from the public, funded by \$0.2M increase to business license fees (RTS 14379 – October 5, 2021)

- **Development, Building and Related Services Permitting**

In order to balance the 2022 program budget for Rezoning, Development , Building an other related permits, Council approved a combination of savings, fees, reserves, and productivity increases be applied (RTS 14618 – November 2, 2021)

# 2022 Operating Budget

#VANBUDGET2022

DBL plans to generate \$50.1M permit and \$21.4M Business Licence revenue in 2022 which funds permit and licence costs of service:

- Most Development, Building, and related permit fees will increase by 5% in 2022
- Business License fees will increase by 3.8% to 5.0% in 2022

\$ in M	2021 Budget	2022 Draft	\$ Change	% Change
Revenues	0.7	0.6	(0.1)	(19.8%)
Expenditures & Transfers	40.5	43.2	2.7	6.7%
Net	39.8	42.7	2.9	7.2%

## Budget Highlights:

### Revenues

- \$0.1M removal of external cost recovery budget for water regulatory certification initiative; offset by expenditures below

### Expenditures

- \$1.3M increased compensation and benefit expenses arising from negotiated settlements for existing staff positions
- \$0.7M removal of 2021 vacancy savings
- \$0.3M shared support increases for staff in other City departments who provided services to DBL
- \$0.2M Council approved new staffing resources funded from 2022 business licence fees to enable the City to address the licensing backlog and respond to business licence-related enquiries from the public
- \$0.2M Council approved staffing resources funded from patio permit fees to support the permanent summer patio program
- (\$0.1M) removal of one-time staffing for water regulatory certification initiative



## Affordable Housing Programs, Projects, Operations

Non-market housing delivery

Non-market housing lease management

Grants to non-profit housing developments

City-owned non-market housing operations

SRA strategy & by-law

Supportive Housing strategy

Housing security services (eg, Renter Office)

Homelessness Services

Emergency shelter delivery w/ BC Housing

## Social Service and Community Centres

*Evelyn Saller Centre*  
*The Gathering Place*  
*Carnegie Community Centre*  
*Oppenheimer Park*

- Low cost meals
- Health and hygiene
- Recreational, Social, & Cultural programs
- Community outreach & referral

## Mountain View Cemetery

Interment and commemoration of deceased residents

Host a variety of cultural and community events

## Social Policy and Projects

Long-range social development public policy

Social infrastructure (incl childcare, food systems)

Operator selection for City-owned social service spaces

Grants to social service organizations

Social development community projects

Urban Indigenous community liaison and partnerships

Low barrier community economic development

Urban health related policy and projects

## Cultural Services

Long-range culture and arts public policy

Public art policy, delivery, and management

Cultural infrastructure

Operator selection for City-owned cultural spaces

Grants to arts & culture organizations

Cultural development community projects

Music industry strategy and liaison

Contribute to economic development policy

Recognize excellence through cultural awards

## Vancouver Civic Theatres

Professionally equipped venues and spaces for public events and performances through:

- the Orpheum,
- Queen Elizabeth Theatre,
- The Annex
- The Vancouver Playhouse

## Partner Agreements

Manage the wide-range of below-market leases for City-owned spaces





Address Affordability and the Housing Crisis

- 2019-2021 Council motions
- 350 PMH
- TMH relocation planning
- RHI deployment
- Co-op lease renewals
- SRO revitalization strategy
- CHIP grants (EHT)



Protect and Build a Resilient Local Economy

- Culture | Shift implementation
- Social, cultural grants
- Childcare strategy and MOU
- VCT activation
- Low-barrier Community Economic Development
- Contributing to emergency preparedness initiatives



Increase Focus on Equity and Critical Social Issues

- Anti-racism report backs (4)
- Chinatown Transformation
- Accessibility Strategy, Phase I
- MMIWG/RWR Response
- Safe Spaces for Women & Girls
- Decriminalizing Poverty
- Vancouver Social Infrastructure Strategy
- Urban health: s.56 implementation
- Update MOU with MVAEC
- Indigenous Healing and Wellness spaces
- Sex worker safety



Accelerate Action on Climate Change

- Food systems and strategy – scaled back workplan still TBC
- Extreme weather response participation

*Note: Much of our work relies on interdepartmental partnerships and support, including the behind the scenes Departments*



Deliver quality core services that meet resident's needs

- Social Ops: Carnegie, Gathering Place, Evelyne Saller Centre services
- Non Market Housing operations
- Mountain View Cemetery Master Plan Phase 2
- Renter Office Implementation (EHT)
- Response to unsheltered homelessness
- Urban issues response framework pilot
- Commemorations Policy development

### Will not deliver

- Healthy City Strategy refresh and multi-sector convening on board social priorities
- Pause some areas of food policy and systems work – still determining trade-offs for 2022
- Slightly slower progress on Indigenous languages and Chinatown Transformation work in 2022
- Loss of progress and delay in delivery of equity- and operating programs embedded in Culture|Shift

### Managing Risk

- Continued risk in NMHO related to understaffing and ongoing COVID impacts for 2022
- Risk to food & community services costs in 3 centres due to slow return to volunteers
- Reduced capacity of non-profit sector to respond to COVID-related impacts, impacts of inflation, and challenges to support emerging initiatives from sector.

*Note: Very little to no resilience in our staffing capacity in ACCS policy departments: there is no room for any additional response (e.g., new directions or response to crisis) without further risk of staff burnout*

*Note: Investment in upstream preventative measures – such as community services and social-serving non-profits, anti-racism, poverty reduction, de-stigmatization work, and low barrier economic development, etc. – can positively impact demand on traditional public safety services.*

## Does not include funding to:

- Implement: SRA Vacancy Control; s56 exemption if approved; tiny homes pilot *(all in +5% options for consideration)*
- Implement Action While Planning initiatives for: Accessibility Strategy, MMIWG/RWR, decriminalizing poverty
- Implement the recommendations that will arise through the various report backs anticipated in 2022 *(not all will require new funding, but some may)*
- Implement Year 3 community-focused investments for Culture|Shift
- Advance some motions:
  - Water as a human right *(+5% options for consideration)*;
  - Four Pillars review, Compassion Club motion (subject to s56 and funding);
  - Night-time economy

### 4% scenario

- Eliminate remainder of the 2% inflationary increase to non-profits: further impact their capacity and services
- Eliminate a Social Planner position in Social Policy.

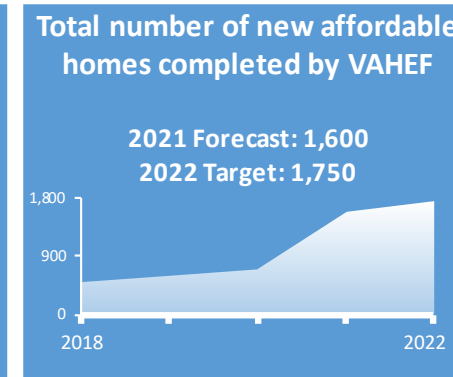
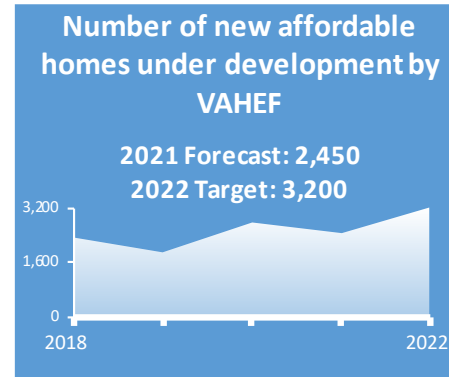
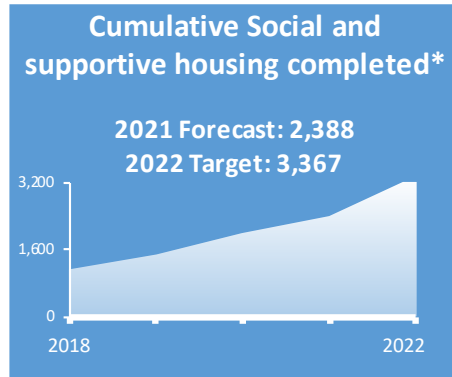
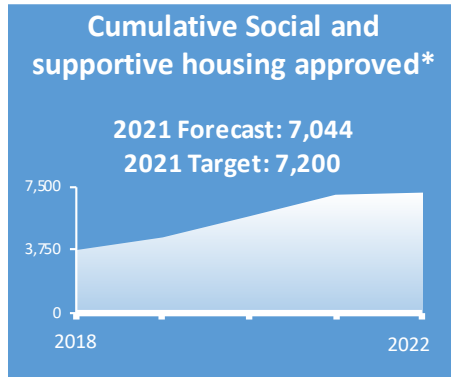
### 3% scenario

- Would require public service reductions at Carnegie, Evelyne Saller, and Gathering Place: either hours reductions or area closures.
- Would require reductions to Cultural Services, Social Policy, and HAW grants budget to below 2021 levels
- Would require lay-off of 5-6 staff in Social Policy, Affordable Housing Programs, or Cultural Services: we would need to completely stop some areas of work.

# Key Metrics

#VANBUDGET2022

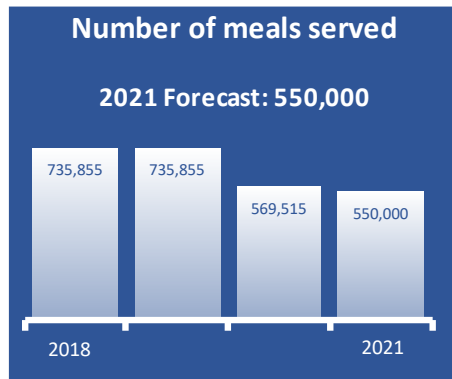
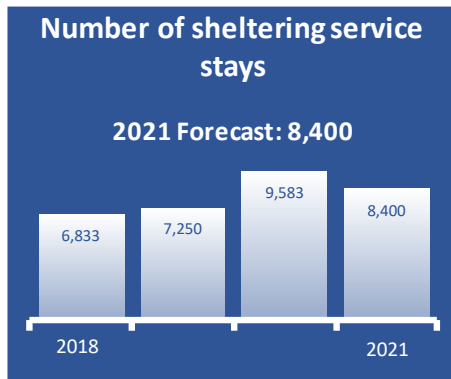
## Affordable Housing Programs and Projects



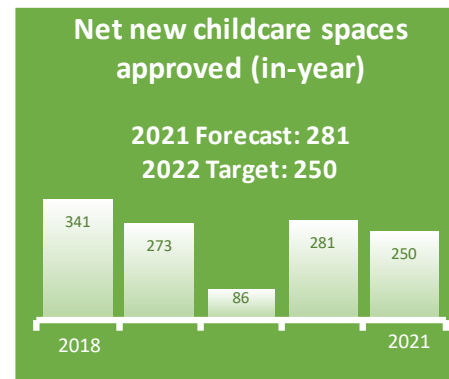
## Cultural Services



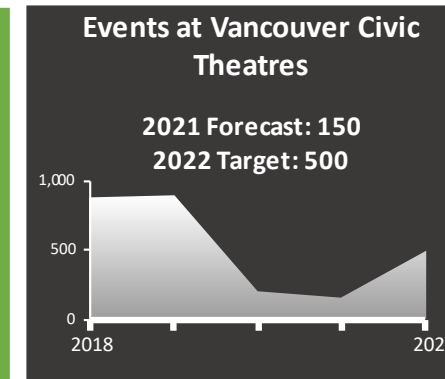
## Social Operations



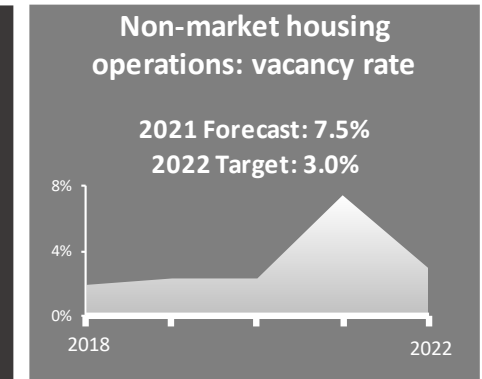
## Social Policy



## Vancouver Civic Theatres



## Non-Market Housing Operations



\*Cumulative, approved under the 2018-2027 Housing Vancouver Strategy. Note that tracking progress towards 10-year Housing Vancouver targets began in 2017

\$ in M	2021 Budget	2022 Draft	\$ Change	% Change
Revenues*	15.1	23.1	8.0	52.9%
Expenditures & Transfers**	74.8	79.4	4.6	6.1%
Net	59.6	56.3	3.4	5.7%

### Budget Highlights:

- **Revenue**

VCT Revenue restated to pre-COVID levels \$8.0M

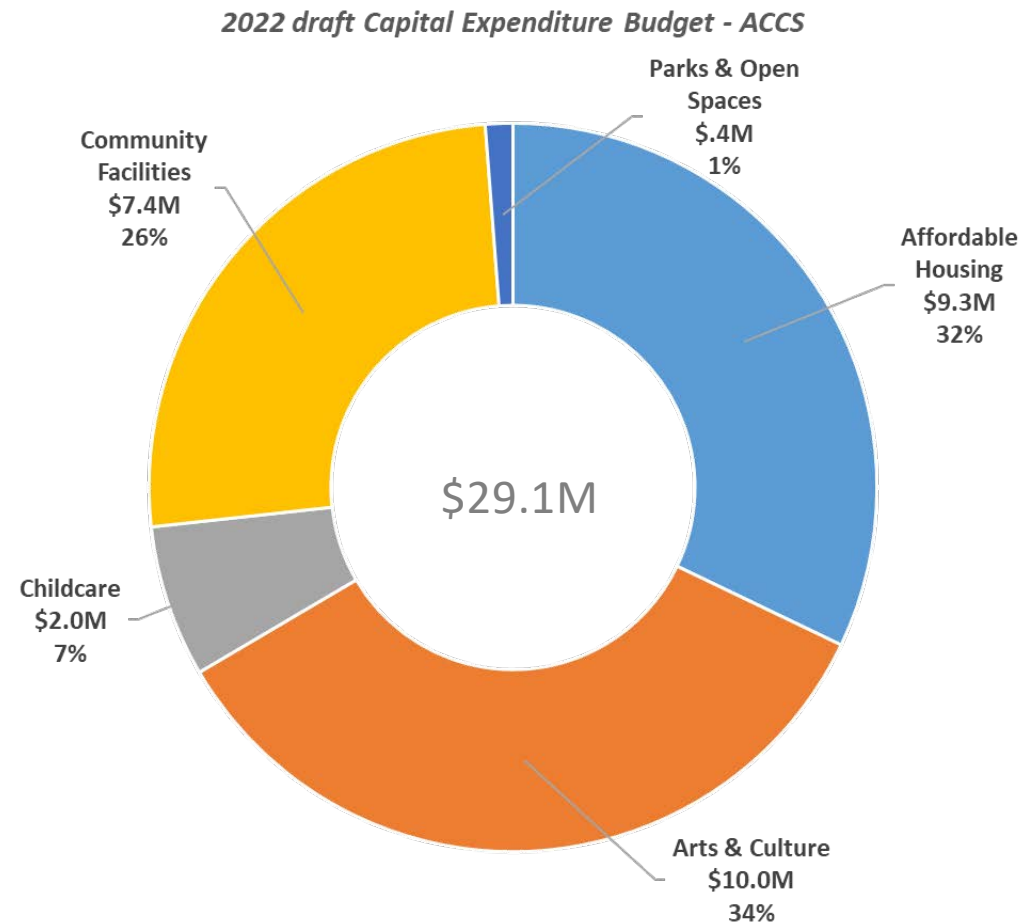
- **Expenditure Increases**

VCT – Variable Cost increase related to Revenue Increases note above \$3.8M

ACCS – Collective agreement salary and Benefit increase offset by cost management items including maintaining vacancies \$1.2M

Grants – Net decrease in grants related to deferring Childcare start up grants to align with timing opening of new Childcare spaces in 2023 and future \$(0.4M), partially offset by a small inflationary increase

-



- Affordable housing – Grants, Planning and Research
- Arts and Culture – Public Art ,Cultural infrastructure grants, VCT
- Childcare – Planning and Research
- Community Facilities – Planning and Research and Grants
- Parks and Open space – MVC Perimeter work



## Department Projects

- Equity initiatives (sex worker drop-in centre; Indigenous healing & wellness centre)
  - These projects were started in 2021 and will continue in 2022
- Public Art – Annual Program
- Cultural Infrastructure Grants – Annual Program
- Community Housing Incentive Program (CHIP) – Annual VAHEF Program

## Cross Department Projects

- Childcare implementation
- Housing acquisition and development projects (VAHEF)

*Note: Above Projects are multi year and work continues on these City wide priorities annually*

## Questions