

Attachment #3

2024 Service Enhancements and Strategic Plan Implementation Memos

REPORT

Office of the Chief Administrative Officer

To: Mayor Johnstone and Members of Council in Budget Workshop
Date: November 20, 2023

From: Lisa Spitale
Chief Administrative Officer
File: 2392672

On Behalf of the Senior Management Team (SMT)
Item #: 2023-766

Subject: 2024 Budget – Council Workshop (Part Two): Strategic Priorities Plan Implementation Strategy, General Fund Funding and Revenue Projections

RECOMMENDATIONS

THAT Council receives the information and analyses from the accompanying nine memos as part of the 2024 Budget deliberation process.

THAT the funding requests made in the Financial Implications sections of the memos form components of the 2024 Utilities Rates Council Workshop on November 27th (Part Three) and the 2024 Operating Budget Council Workshop on December 11th (Part Four).

THAT Council direct SMT and the Finance Department to evaluate the funding requests and provide property tax rate options and alternate funding stream options for Council's consideration at the December 11th Operating Budget Workshop.

PURPOSE

The purpose of this report is twofold: one, to provide Council with memos from Departments that inform the November 20th Budget Workshop; and two, to provide the Agenda for the November 20th Budget Workshop. Staff have prepared a presentation which will walk Council and the community through the memos which are provided as an attachment to this covering report.

Budget 2024 Timelines

The table below provides Council and the community with the dates of upcoming Budget Workshops and the anticipated timelines for Bylaw Readings. The 2024 Budget process has six parts, and began on October 16th with the Council Workshop on the 5 Year Capital Budget.

Attachment A provides the Agenda for the November 20th Council Workshop.

COUNCIL MEETING	BUDGET TOPIC
October 16	Budget 2024 Council Workshop (Part One): <ul style="list-style-type: none"> ▪ 5 Year General Fund Capital Budget Workshop
November 20	Budget 2024 Council Workshop (Part Two): <ul style="list-style-type: none"> ▪ 2023-2026 Council Strategic Priorities Plan Implementation Strategy ▪ General Fund Funding and Revenue Projections
November 27	Budget 2024 Council Workshop (Part Three): <p>2024 Utility Rate Projections</p> <ul style="list-style-type: none"> ▪ Electrical ▪ Water ▪ Sewer ▪ Solid Waste
December 4	2024 Utility Rate Bylaw Readings
December 11	Budget 2024 Council Workshop (Part Four): <ul style="list-style-type: none"> ▪ General Fund Operating Budget – Options and Proposed Tax Rates Approve 2024 Utility Rate Bylaw
January 8	Budget 2024 Council Workshop (Part Five): <ul style="list-style-type: none"> ▪ Capital Budget Workshop - refinements
January 22	Budget 2024 Council Workshop (Part Six): <ul style="list-style-type: none"> ▪ Operating Budget Workshop - refinements
February 5	Commence Bylaw Readings

Information for the Budget 2024 Council Workshop on November 20th (Part Two)

City Council approved the 2023-2026 Council Strategic Priorities Plan on May 8, 2023. This Plan guides the work of City Departments during this four year term of Mayor and Council.

The 2023-2026 Council Strategic Priorities Plan is guided by the Vision that New Westminster is: *A vibrant, compassionate, resilient city where everyone can thrive.*

City Council has adopted **Five Strategic Priorities** that guide the workplans of all City Departments; they are:

Strategic Priority 1 - Community Belonging and Connecting:

Goal: A community where everyone belongs and has the opportunity to connect and contribute.

Strategic Priority 2 - Homes and Housing Options:

Goal: Clear the way for all types of homes needed by people today and tomorrow, prioritizing homes for those with the greatest need.

Strategic Priority 3 - People-Centered Economy:

Goal: A local, nimble, resilient economy that serves our local community.

Strategic Priority 4 - Safe Movement of People:

Goal: Prioritize the movement of people on foot, cycle and transit on streets that are safer for all.

Strategic Priority 5 - Asset Management and Infrastructure:

Goal: Resilient infrastructure that meets the community's needs today and into the future.

The Five Strategic Priorities are also informed and guided by **Lenses** and **Foundations**:

Lenses were included in Council's Strategic Priorities Plan to provide principles, guidance and actions to ensure that Council and staff are thoughtfully considering and integrating:

- Reconciliation,
- Climate Action and Environment,
- DEIAR (Diversity, Equity, Inclusion, and Anti-Racism) and
- Doing so in alignment with the City's commitment to thoughtful and meaningful Public Engagement.

Foundations provide the strategies, plans, policies, procedures and actions to ensure the five Strategic Priorities are appropriately supported by improving:

- Organizational Effectiveness, Resilience and Governance

Alignment between Council's Strategic Priorities Plan and the 2024 Budget

Since the Strategic Priorities Plan was approved by City Council, the Senior Management Team (SMT) has prepared an Implementation Strategy in the form of workplans for each Priority, and analysis of requirements to ensure that the staffing and resourcing requirements needed to advance this work are in place.

The new Council Strategic Priorities Plan is an opportunity to evaluate the City's organizational structure to ensure appropriate alignment between departments, divisions, and functions in order to effectively and efficiently advance the strategic priorities and enhance service delivery.

Areas for organizational restructuring form part of the Implementation Strategy so that the work of City staff can be better aligned, coordinated, effective and efficient.

The City has experienced significant growth over the past decade as many work functions and priorities have been established or expanded. As such, the organizational and reporting structures need to be updated and modernized in order to reflect, and effectively respond to, the evolving and emerging needs, interests, and expectations of our growing City.

Below are examples of how the workplans in the Strategic Priorities Plan Implementation Strategy inform the funding recommendations in the 2024 Budget.

The 5 Year Capital Plan:

- The City's aggressive capital program is outlined in the 5 Year Capital Plan which prioritizes the City's commitment to the Climate Emergency by allocating funding for the City's Seven Bold Steps to Climate Action, the Active Transportation Network Plan and the eMobility Strategy.
- Many of the capital projects are eligible for Senior Government funding and the City actively – and aggressively - pursues all funding opportunities.
- Key projects in the Plan include the completion of several greenways, public realm improvements, achieving compliance with rail crossing regulations and working toward whistle cessation, and expanding the City's tree canopy and Urban Forest.
- Building new community facilities for a growing municipality, fostering community connection and belonging, and meeting our climate targets, are all evident in the construction of the new təməsewtxʷ Aquatic and Community Centre; it will be the first net zero facility in the City, serving to advance our commitment to achieving goals of the Corporate Energy and Emissions Reduction Strategy.

- A commitment to maintaining in good repair our important infrastructure, such as sidewalks and paths for pedestrians and cyclists, which for example, support children and youth travelling to schools and to community amenities, and maintaining a road network that prioritizes transit and the safe movement of people and goods.
- Advancing the necessary funding to maintain, renew and rehabilitate civic facilities and improve their safety and accessibility for all, such as the renovation plan for the Massey Theatre.
- These projects align with Strategic Priority 1 - Community Belonging and Connecting, Strategic Priority 3 - People-Centered Economy, Strategic Priority 4 - Safe Movement of People and Strategic Priority 5 - Asset Management and Infrastructure, and also support a growing population.
- Lenses and Foundations, including Reconciliation, DEIAR, Climate Action and Environment, Organizational Effectiveness and Resilience, are considered in all capital projects, and many major projects are informed by public input.

The 2024 Operating Budget:

- Largest component in the Operating Budget is staff salaries and as a government, we are a service provider.
- The City provides essential services in emergency first response and protective services.
- We provide core services such as maintaining our public works, civic buildings and properties, multi-modal transportation network, and parks and open spaces.
- We uphold our duty to engage with Indigenous peoples and maintain our commitment to A Year of Truth.
- We provide important community and recreational services with our libraries, community centres, recreational facilities, and cultural facilities.
- We utilize our land use regulations and policies to promote and accelerate the construction of below market and market rental and homeownership housing to meet our 2030 Housing Needs Assessment, and the provision of child care which supports the City's Family Friendly Housing Policy.
- As regulators we have a duty to life safety requirements in development and building permits.
- We promote a robust local economy through services, policies and regulations.

- We advocate for the community's most vulnerable people through policies, regulations and partnerships and we are committed to informing our work through knowledge gained from individuals with living and lived experiences.
- These services, actions and projects align with Strategic Priority 1 - Community Belonging and Connecting, Strategic Priority 2 - Homes and Housing Options, Strategic Priority 3 - People-Centered Economy.
- Lenses and Foundations are strengthened and aligned, including Reconciliation, Public Engagement, Climate Action and Environment, DEIAR, and Organizational Effectiveness, Resilience and Healthy Governance.

The Utilities:

- Provide the necessary funding for all essential infrastructure capital projects that form the backbone of running our growing City.
- Increasing the Utility's electrical capacity to meet the growing demands by maintaining and upgrading substations and expanding the distribution network, which are funded by the Electrical Utility.
- Reducing GHG emissions by providing electricity for de-carbonizing our civic facilities, the City's fleet and operating EV charging stations in the community, which are funded by the Electrical Utility.
- Maintaining, replacing and adding new water mains, which are funded by the Water Utility.
- Maintaining, replacing and adding new sanitary and storm sewers, and continuing our work to separate combined sewers, which are funded by the Sewer Utility.
- Collecting waste, including recyclables and yard and food waste, which is funded by the Solid Waste Utility.
- These projects align with Strategic Priority 5 - Asset Management and Infrastructure.
- Lenses and Foundations - Climate Action and Environment, and Organizational Effectiveness and Resilience.

2023-2026 Council Strategic Priorities Plan Implementation Strategy

Attached with this covering report are nine memos from Departments. These memos are part of the 2023-2026 Council Strategic Priorities Plan Implementation Strategy. They outline workplans, demonstrate alignments with the Strategic Plan and itemize respective resource needs.

The information from these memos is currently being consolidated and will inform part of the proposed tax rate options that the Finance Department will present to Council at the December 11th Budget Council Workshop (Part Four).

The nine memos are:

1. Preparing for the Opening of the new təməsew̓txʷ Aquatic and Community Centre.
2. A Housing Division to Expedite Housing Permits and Units.
3. Addressing the Three Crises with a Crises Response Team Pilot Project.
4. Integrating Climate Action and the Electrical Utility to Accelerate Implementation.
5. Creating Synergies and Community Partnerships with a new Community Services Department.
6. Being Prepared for Extreme Weather Events by Strengthening the Emergency Management Office.
7. Advancing the City's Commitment to Reconciliation, DEIAR, Public Engagement and Organizational Effectiveness.
8. Aggressively Pursuing Senior Government Grant Funding Opportunities to Resource the Implementation of the Strategic Plan.
9. Maximize Revenue Opportunities to Alleviate Financial Pressures in the Budget.

INTERDEPARTMENTAL LIAISON

All City Departments participate and contribute to the 2024 Budget process.

OPTIONS

There are four options for the report:

Option 1 – THAT Council receives the information and analyses from the accompanying nine memos as part of the 2024 Budget deliberation process.

Option 2 - THAT the funding requests made in the Financial Implications sections of the memos form components of the 2024 Utilities Rates Council Workshop on November 27th (Part Three) and the 2024 Operating Budget Council Workshop on December 11th (Part Four)

Option 3 - THAT Council direct SMT and the Finance Department to evaluate the funding requests and provide property tax rate options and alternate funding stream options for Council's consideration at the December 11th Operating Budget Workshop.

Option 4 – THAT Council provide staff with alternate direction.

Options 1, 2 and 3 are recommended.

This covering report was written by:

Lisa Spitale, Chief Administrative Officer

ATTACHMENT

Attachment A – Agenda for the November 20th Budget Workshop

Attachment B - Nine Departmental Memos

Attachment A

Agenda for the November 20th Budget Workshop

ATTACHMENT A

NOVEMBER 20TH COUNCIL WORKSHOP (PART TWO) PRESENTATION AGENDA

9:00 am to 11:15 am

1. Budget Overview and Context – Lisa Spitale (5 minutes)
2. Preparing for the Opening of the new təməsewtxʷ Aquatic and Community Centre – Dean Gibson (5 minutes)
3. A Housing Division to Expedite Housing Permits and Units – Jackie Teed (5 minutes)
4. Addressing the Three Crises with a Crises Response Team Pilot Project – Lisa Leblanc (5 minutes)
5. Integrating Climate Action and the Electrical Utility to Accelerate Implementation – Lisa Spitale (5 minutes)
6. Creating Synergies and Community Partnerships with a new Community Services Department – Richard Fong (5 minutes)
7. Being Prepared for Extreme Weather Events by Strengthening the Emergency Management Office - Erin Williams (5 minutes)
8. Advancing the City's Commitment to Reconciliation, DEIAR, Public Engagement and Organizational Effectiveness – Eva Yip (5 minutes)
9. Aggressively Pursuing Senior Government Grant Funding Opportunities to Resource the Implementation of the Strategic Plan – Denise Tambellini (5 minutes)
10. Maximize Revenue Opportunities to Alleviate Financial Pressures in the Budget – Jacqueline Dairon (5 minutes)
11. Questions and Feedback from Council – Mayor to lead the discussion

Attachment *B*

Nine Departmental Memos

Memorandum

To: Lisa Spitale,
Chief Administrative Officer

Date: November 20, 2023

From: Dean Gibson
Director of Parks and Recreation

File:

Subject: 2024 Budget – Preparing for the Opening of the new təməsewtx^w Aquatic and Community Centre

PURPOSE

The purpose of this memo is to provide an overview of the historical context of the development of the City's new aquatic and community centre, and to introduce the resulting programming and operating model now that the facility is near to opening.

BACKGROUND

After over two years and thousands of community conversations, many formal public engagement sessions, followed by detailed planning and design, the City broke ground in the spring of 2021 for the new community recreation center that would be named the təməsewtx^w Aquatic and Community Centre (TACC). Envisioned by the community as a place that is inclusive, accessible, and welcoming; where the community comes together to connect; where diversity is celebrated and all people can belong; barriers to access and participation are reduced; sustainability principles are practically applied; and a source of community pride; the təməsewtx^w Aquatic and Community Centre represents the largest single investment in community infrastructure in the history of the City at \$114.6 million.

Through the community engagement process, the Aquatic and Community Centre was designed to include increased fitness and wellness space, licensed childcare space, several multipurpose and studio spaces, gymnasiums, leisure pool, 50m lap pool, and many amenities and features to provide an accessible, inclusive, efficient and 'green' facility for the residents of New Westminister.

The təməsewtx^w Aquatic and Community Centre is scheduled to open in late spring of 2024 and will provide aquatic and recreation services replacing and expanding upon the services and programming provided to the community through the former Canada Games Pool (CGP) and Centennial Community Centre (CCC), to more effectively support the needs of the diverse and growing community.

OVERVIEW AND CONTEXT

Facility Amenities

TACC facility amenity space is over 50% larger than the combined square footage of the former CGP and CCC. The addition of a community living room, meeting space, studio, gymnasium and lease space are additional to the previous facilities' offerings.

TACC amenities include:

- A 37 space licensed childcare facility
- 2 gymnasiums (1 large and 1 small)
- Up to 10 multi-purpose program spaces (rooms may be divided for individual purposes or combined for larger programs/events)
- Community living room
- Community meeting space
- 1 leisure pool featuring three 25m lanes, a lazy river, spray toys and a tot zone, adult hot pool, family hot pool, accessible gendered and universal change rooms, steam room and sauna
- 1 lap pool featuring eight 50m lanes, two bulkheads, a moveable floor, 1m springboard, 3m springboard and 5m platform
- Over 12,000 square feet of fitness centre over 2 floors including accessible weight room equipment, stretching and functional training areas
- Cycle studio for up to 30 bikes
- Up to 3 specialty fitness studios for group fitness and wellness classes (some rooms may be divided for individual purposes or combined for larger programs/events)
- Active rehabilitation lease space
- Retail food services space

Exterior Amenities

TACC features expansive exterior open space, outdoor play spaces, public art, natural environment enhancements and on-site contributions towards the City's urban forest, as well as prioritized pedestrian routes, enhancement to the adjacent Rotary Crosstown Greenway, bike racks, covered outdoor spaces, all of which promote opportunities for connecting, relaxing and active play.

Operating Model

Core TACC operations revolve around recreation programming (i.e. registered program and lessons), drop-in services (aquatics, fitness, sport), and rental of facility spaces for organized and informal community uses. It is expected that all facility spaces will be programmed or available for rental during all operational times with the busiest activation times during evenings and weekends.

The projected hours of operation for TACC are modelled after the historical operating schedules of CGP and CCC as follows:

Monday to Friday	5:30 a.m. to 10:00 p.m.
Saturday	8:00 a.m. to 8:30 p.m.
Sunday	8:00 a.m. to 10:00 p.m.

Customer service and administrative support staff schedules will be adapted to support the demand for increased visits resulting from various functional program participants, drop-in users and facility rentals. Early estimates suggest up to 3,000 visitors a day will visit the facility.

Given the size of TACC and the expected extent of facility usage, building and pool operations staff will be needed twenty four hours a day, seven days a week to ensure a safe and clean environment while also maintaining the asset itself through a rigorous preventative maintenance and asset management program. Daily and preventative maintenance requirements of TACC are expected to be double that of the combined previous facilities. Additional pool service workers will be needed to manage and maintain multiple bodies of water, deck spaces, and new state of the art sustainable mechanical and pool-water filtration systems. The design of two separate natatoriums to create energy efficiencies, air quality improvements and programming improvements adds to aquatic, facility and program staff demands. Sufficient building operation staff levels are essential to safely and efficiently set up and take down equipment for daily programs and rentals, maintain a consistent standard of cleanliness for public washrooms, change rooms and multi-purpose spaces, and carry out preventive maintenance work on the facility.

Levels of Service

TACC will be the first City recreation facility that will encompass programs and services from almost all functional areas provided by the Parks and Recreation Department (arena services excluded). This multi-generational, multi-purpose facility will be host to aquatic, fitness and community recreation programs and services. In addition, residents will experience after-school youth programming, seniors programming, drop-in sport programming, league programming and, over time, additional gymnastics programming. This city-wide programming approach will provide increased access to, and more equitable service delivery across all functional areas for all residents.

The addition of new service areas to the complement of programs traditionally offered at CGP and CCC requires additional program support staff to plan and implement these services. Requests for additional staff, both regular and auxiliary, will support the expansion of youth and seniors' programming citywide, inclusive of new opportunities available within TACC.

Strategy for Transitioning

Staff have worked with the project management team to develop a phased approach to opening TACC in 2024. Public access to the facility will commence in late April 2024 and will feature fitness, community recreation and drop-in sport programs. Aquatic programs and services such as lap and leisure swimming, aquatic fitness and lifeguard development courses will gradually come on-line in May 2024. Swimming lesson and enhanced functional programs servicing youth and seniors will ensue the weeks following the grand opening of TACC on June 1, 2024. Facility rentals will commence in June 2024.

Plans to phase-in staff positions during different quarters of the year will allow the budgetary impact to be moderated over two annual operating budget cycles. Where practical to do so, staffing needs in many service areas will be supported through auxiliary staff as we grow into the facility and operations. This approach enables staffing models and requirements to be piloted for effectiveness and efficiency prior to committing to a long term, more permanent structure.

Building operations staff will be recruited and hired in the first quarter of 2024 in order to facilitate training in the new mechanical, technical and chemical operations systems during the commissioning process. Customer Service and administrative support staff will be recruited and onboarded in March to activate and set up the operations of the front desk and recreation management software systems.

Community Recreation and Fitness staff do not require extra resources to start programming in TACC. An approach to maintain program offerings from CCC to TACC has been developed to manage budget implications in 2024. As community demand for services increases, programs will be expanded and added under a direct-cost recovery approach. As this portfolio expands past the current supervisory capacity, service enhancements for additional supervisory support will be brought forward in future years. Auxiliary staff will be activated as of April 2024.

Aquatic staff recruitment and onboarding will commence in April of 2024. The recruitment process is expected to be ongoing for the balance of the year. Auxiliary staffing levels will increase as service delivery demands grow. Auxiliary staffing is to be phased in between April and the TACC grand opening.

Youth Services and Seniors Services assistant program coordinator staff and auxiliary program staff will be recruited and onboarded for June of 2024.

Supplemental grounds maintenance staff will be recruited and hired after the second quarter to maintain the natural areas and open spaces surrounding the site.

ALIGNMENT WITH THE STRATEGIC PLAN

Establishing the new tēmәsewtx^w Aquatic and Community Centre aligns with multiple strategic priorities of the City, all aimed at supporting and enhancing a high quality of life for all New Westminster residents in a socially conscious, sustainable and environmentally responsible fashion.

Community Belonging and Connecting

TACC provides a community space for residents to gather and connect. TACC was designed with a grand community living room (lobby) that invites visitors to stay awhile. Communal tables, multiple sitting areas and seating for all ages and abilities are scattered throughout the lobby. TACC was designed to be a hub for the community, it will serve all demographics in different functional areas. Participants may come for a swim, a music lesson, preschool, childcare, art class, dance class or a senior social. All generations and functions come together under one roof, highlighting the benefits of recreation and social connectedness. By creating a space where all can connect and recreate both indoors and outdoors, the community benefits through enhanced mental, physical and social wellbeing.

TACC will provide important resources to the community through the licensed lease space for childcare. The licensed lease space will provide all-day care for 37 children and will help to facilitate connections between households that share common early-years family interests.

The additional lease space for active rehabilitation will provide opportunity for private enterprise to offer core rehabilitation services within the facility, connecting community to health care and health care customers to the recreation-based services within the facility.

Asset Management and Infrastructure

Under the direction of the existing Facility Operations Coordinator, the facility operations team, along with staff from Civic Buildings and Properties (CBP) will utilize TACC as a pilot for uploading new data and utilizing gathered data to drive decision making in regards to preventative maintenance and capital planning. The facility operations supervisory team (both TACC and CBP) will be invested in reporting data, scheduling timely replacement of mechanical components and scheduling of preventative maintenance on asset infrastructure to ensure the building delivers the level of service expected by Council and the public. This approach will support long term financial planning and operations resilience.

7 Bold Steps for Climate Action

TACC is a celebration of all seven of the City's Bold Steps for Climate Action:

- 1) Carbon Free Corporation - TACC design and construction will achieve LEED Gold and Zero Carbon Building Standard certification resulting in a 90% reduction of GHG emissions compared to the previous buildings of CCC and CGP.
- 2) Car Light Community - All modes of travel (i.e. transit, cyclists, pedestrians and motorists) were considered, to ensure the new community centre is welcoming and inclusive by incorporating connections to existing pedestrian, greenway and transit networks.
- 3) Carbon Free Homes and Buildings - TACC will be the first aquatic centre in Canada to achieve the Canada Green Building Council Zero Carbon Building standard.
- 4) Pollution Free Vehicles - Access to public EV charging stations enhances the public charging network for community members.
- 5) Carbon Free Energy - TACC was built with roof-mounted photovoltaic panels which will provide a projected electrical yield of 300MWh per year.
- 6) Robust Urban Forest - The landscape surrounding TACC recalls a portion of the Glenbrook Ravine and forest that once extended through the site. Approximately 200 new trees, a meandering water channel and ravine planting create an attractive foreground and provide ecosystem benefits such as storm water capture, carbon sequestration, reduced heat island effect and enhanced biodiversity
- 7) Quality People-Centred Public Realm - Community health was considered through TACC's innovative aquatic center filtration system (first of its kind in North America) which will increase aquatic indoor air and water quality, while reducing chemical supplementation for sanitization. The landscape design also includes community amenities such as seating areas, drinking fountains, lighting, bike parking, open lawn area, and play equipment.

Indigenous People and Reconciliation

Urban Indigenous engagement was initiated early in the planning process to create a series of steps City staff should take in creating an inclusive and welcoming space in TACC for Indigenous peoples. Work has continued from these suggestions including the Naming Advisory Panel, building design, public art, landscape design and program planning.

Accessibility and Inclusion

TACC was designed to follow the Rick Hansen Foundation Gold Accessibility certification which considers people of differing levels of physical mobility, as well as addresses gender and cultural sensitivities. Program staff are partnering with local immigrant and community services societies and New West Pride to create programs that welcome and support all in our community, especially the most vulnerable and marginalized. Recreation services continues to provide Financial Assistance to lower income residents, one to one support for program participation, and provides free admission to any attendants supporting those with special needs.

FINANCIAL IMPLICATIONS

The new təməsewtx^w Aquatic and Community Centre is over 50% larger than the former pool and community centre and as a result, requires supplemental resources to sustain both the building's operations and associated programs and services. These enhancements are needed to appropriately maintain daily and scheduled maintenance demands, to deliver an enhanced suite of citywide functional community programs and services, and to provide quality customer service and administrative support to facility patrons. Existing operational budgets for Canada Games Pool (CGP) and Centennial Community Centre (CCC) will be combined to fund the operation of TACC. Further operating budget enhancements are necessitated in order to deliver the scope of service as prioritized by the community in the project planning phases.

The replacement of natural gas with electricity as the sole energy source creates a significant improvement in the City's GHG reduction targets but does come with marked impact to the facility's operating expenses.

Additional revenues generated by TACC are accounted for through expected increases in attendance in programs and services, increased facility rentals, and new revenues attributed to lease spaces. Fees and charges, previously approved by City Council, have been adjusted to be commensurate with services in comparable community recreation facilities in the region.

The new TACC operating model incorporates operating budgets and permanent staff positions from the former CGP and CCC supplemented by additional resources in order to support expanded sustainability targets, building operations, grounds works, and programs and services. Pro-rated incremental 2024 operating budget impacts are phased in over a two year period and are summarized below:

2024 new pro-rated expenses

Item	# FTE	Total pro-rated enhancement request
Customer service and administrative support	1	\$706K
Building Operations	4	
Engineering Ops. and CBP support staff	1	
Program Delivery	1.3	
Auxiliary Salaries to support program delivery, customer service and building operations		
Water and Sewer		\$95K
Electricity		\$525K
Program Supplies		\$38K
All other facility operating costs		\$96K
	7.3	\$1.46M

2024 new pro-rated revenues

Item	Total pro-rated revenue projections
Incremental revenue including program registrations, rentals and active pass sales	\$490K

2024 Net Operating subsidy

	\$970K
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Wherever feasible, the impact of needed additional resources is being phased in over two annual budget cycles to moderate the associated funding implications over time.

Memorandum

To: Lisa Spitale,
Chief Administrative Officer

Date: November 20, 2023

From: Jackie Teed, Director
Climate Action, Planning and
Development

File: 2396243

Subject: 2024 Budget – A Housing Division to Expedite Housing Permits and Units

PURPOSE

The purpose of this report is to seek Council's approval to proceed with next steps to create the staff positions needed to achieve both the Council Strategic Priority Plan focus area: Homes and Housing Options, and the newly legislated provincial requirements related to planning for, approving, and servicing housing.

BACKGROUND

A Recognized Leader in Housing

New Westminster is a recognized leader in housing policy and tenant protections. We have a 100% approvals rate for affordable housing applications brought before Council, and have been exceeding our overall housing targets. Past work prioritizing housing includes: Secured Market Rental Housing Policy, Crisis Response Bylaw, Renovictions Regulations, Inclusionary Zoning Policy. Despite this leading work, the City is struggling to get the affordable, supportive/ transitional and shelter units our community needs.

Senior Government Alignment

Council's Strategic Plan is consistent with the National Housing Strategy (2017), and Provincial Homes for People Action Plan (2023), in prioritizing the need to create more homes faster that meet people's needs. The Province has been signaling for some time their intent to implement this through legislative changes to how municipalities plan for, approve, and service new housing, and as of November 1, 2023 has started making announcements that will impact New Westminster. The senior governments have also been announcing related funding opportunities, which the City is monitoring.

Mandated Housing Targets

In 2022 Council approved the City's first Housing Needs Report. The Report, which is a provincially legislated requirement, identifies the City's housing unit needs across the full

housing spectrum. The [2021/2022 Housing Needs Update Report](#) outlines these targets, and the progress the City has made to date.

CONTEXT

Ongoing Legislative Changes

Provincial announcements to date regarding changes in legislated requirements for housing are summarized in Attachment 1 to this memo. The changes have significant implications for the department work plan and staffing, as they:

- Are legislated, i.e. the City must carry the work out within the required timelines, and on an ongoing basis. Time extensions may be approved; however, changes can be implemented by a ministerial order if timelines are not maintained.
- Are extensive, touching on the full scope of the City's mandate as relates to housing, including how the City plans for, regulates, approves, services, and provides amenities for new residential development, and how the City incentivizes heritage revitalization projects.
- Include immediate and ongoing requirements, such as more frequent updates of the Zoning Bylaw, and Official Community Plans (the City has three distinct OCPs).
- Will require complex new studies to be undertaken, such as a 20-year vs. 10-year housing outlook; broader infrastructure strategic planning and analysis to inform new development cost charge bylaws; and extensive analysis and business case work to create new amenity cost charge bylaws that will replace negotiated voluntary amenity contributions to fund the other services and amenities needed by a growing community.
- Place a greater focus on policy planning and process requirements, whereas the City has historically focused staffing and resources on housing approvals to maximize the amount of units being created for development, and on responding to crises such as the City's pandemic response. This means there is a significant amount of "catch up" policy and process work to be undertaken in addition to the newly legislated work, with limited current resources to carry out either the near or long-term/ongoing work.

ALIGNMENT WITH THE STRATEGIC PLAN

On May 8, 2023 Council endorsed the 2023-2026 Strategic Priorities Plan which guides the City's work and activities through 2026. The Strategic Plan focuses on five areas that reflect the most important issues identified by the New Westminster community, one of which is: Homes and Housing Options – Clear the way for all types of homes needed today and tomorrow, prioritizing homes for those with the greatest need.

The Climate Action, Planning and Development Department is the primary lead for the Homes and Housing Options work. The new Strategic Plan is an opportunity to evaluate the Department's functions to ensure appropriate alignment of our structure and workplan to effectively and efficiently advance the priority and enhance service delivery. This is particularly necessary at this time given the extensive legislative changes being announced

by the Province to facilitate getting more housing built faster, which have broad implications for the way the City carries out this work in the near and long term.

Given the strong focus of the department on implementing the Homes and Housing Options priority, and the new legislative requirements for the City to immediately and continually update housing regulations, policies and approvals processes, the following is being implemented: (1) create a new Housing Division (underway); (2) relocate Climate Action to better meet Strategic Plan (underway); (3) create a new Crises Response Team pilot (underway); (4) reassess function and structure of Integrated Services (pending).

FINANCIAL IMPLICATIONS

Required Staff Resources

Departmental Evaluation and Reallocation

Toward better aligning the work of the department with Council's Strategic Plan and the anticipated legislative changes to housing work, existing functions and vacancies were evaluated against ongoing operational need and efficiency of service delivery, and changes and reallocations made where strategic and operationally feasible, including the following to date:

- Eliminating building permit backlog for single detached dwellings, and decreasing issuance timelines from 31 weeks to 12 weeks by continuing to advance digital permitting, removing redundant steps, synchronizing reviews, investing in better digital tools, and implementing online fee payments.
- Restructuring public-facing positions providing planning and building approvals, and providing related training, to enable these positions to be delegated work at a higher level of complexity formerly done by more senior positions.
- Refocusing staff resources to support contemporary work of department by evaluating vacancies and adjusting postings and/or reallocating positions based on operational needs.
- Pausing work unrelated to housing and reallocating related staff to housing files.
- Identifying opportunities to use contracts and consultants for some work, freeing up experienced City staff to focus on higher priority housing files.
- Retaining experienced and organizationally-knowledgeable staff by promoting from within at all levels, including bargaining and exempt positions, which supports recruitment/retention, and keeps the value of City-provided training and experience within the organization.
- Launching the Housing Division using temporary secondments of a number of existing staff until operational needs could be tested against provincially-legislated requirements, and considered through the 2024 budget process.

Staff Required Resources Required to Expedite Housing Permits and Units

Given the need to meet the mandated Housing Needs Report housing unit targets, and the scope of work required to implement the near-term and ongoing requirements set out in the provincial legislation, the City requires a new Housing Division, as well as resources related to long range housing planning (e.g. OCPs, neighbourhood plans), vulnerable population housing, development and construction approvals. These staff are required above-and-beyond the efficiencies noted above, to enable the legislated work of the Housing Division, and to meet the mandated Housing Needs Report housing unit targets, and are included in the 2024 operating budget:

2024	2025
Housing Division	
Senior Housing Planner (P2) – 1 RFT (\$105K/year)	Housing Analyst – 1 RFT converted from exiting 1 TFT (\$82K/year)
Two (2) RFT Housing Planners (P1) – 2 RFT (\$97K/year/each; \$194/year/total)	--
Long Range Housing Planning	
Supervisor, Land Use Planning (P3) – 1 RFT required supervisory backfill due to converting current Supervisor role to Housing Manager (\$119K/year)	Land Use Planner (P1) – 1 RFT (\$97K/ year)
Vulnerable Population Housing	
Senior Social Planner (P2) – 1 RFT supervisory backfill due to converting current Supervisor role to Social Planning Manager (\$105K/year)	--
Housing Unit Approvals	
Reclassification of City inspectors to align with BOABC requirements (\$152K/year)	Development Planner (level tbd) – 1 RFT (\$105K/year)
Backflow Plumbing Inspector – 1 RFT converted from existing TFT (\$89K/year)	Building Housing Analyst – 1 RFT (\$82K/year)
Building Clerk 3 – 1 RFT converted from auxiliary (\$61K/year)	Affordable Housing Building Project Lead – 1 RFT converted from existing 1 TFT position (\$107K/year)
Zoning Plan Reviewer – 1 RFT converted from auxiliary (\$35K/year)	--
Master Plan Development Planner (P3) – 1 TFT/Contract (\$150k/year)	--



NEW WESTMINSTER

Interdepartmental Staff Supporting Housing Work	
Project Engineer (utilities & land development) – 1 RFT (\$127K/year)	Project Engineer (focus tbd Engineering/Electrical) – 1 RFT (\$127K/year)
Transportation Planner – 1 RFT (\$108K/year)	--
Human Resources Business Partner – 1 RFT (\$131K/year)	--
Human Resources Assistant – 1 RFT converted from exiting 1 TFT position (\$67K/year)	--

Projected 2024 budget: \$1,443,000 plus benefits and general operational expenses.
Projected additional annual budget in 2025: \$600,000 plus benefits and general operational expenses. (Based on the 2021 collective agreement).

Funding

The City will explore all available avenues to offset the costs of the new division, and related enhancement requests and project costs. This could include federal funding, such as the CMHC Housing Accelerator Fund, and provincial funding, such as a second intake of the Local Government Development Approvals Program which will distribute a total of \$10M to support digitization projects.

The Province has also announced \$51M to support implementation of their recent legislation, which is anticipated to be allocated to municipalities based on population and context in early 2024; based on the population of New Westminster this is estimated in the order of \$710K. A number of the enhancements are fully offset by increases in expected fees revenue in 2024.

Staff recommends that Council direct all funds from these sources to offset the ongoing operating costs of the enhancements outlined in this memo. These sources will likely be finite, potentially carrying the City forward for a number of years. A long-term funding strategy should be considered and put in place prior to the completion of this funding.

Next Steps

Staff is currently reviewing the implications of the new provincial legislation, and will present a workshop to Council in early 2024 outlining these implications, and a workplan to undertake the broad scope of work required for implementation.

ATTACHMENT 1: SUMMARY OF PROVINCIAL LEGISLATED CHANGES TO DATE

November 8, 2023: Requirement to designate Transit Oriented Development Areas within 800m of a rapid transit station, where the following will be required:

- **Designate TODs at all SkyTrain Stations:** Update OCPs to designate TOD areas at all five SkyTrain Stations. **Required completion: June 2024.**
- **Meet New Provincial Height and Density Standards:** In all TODs, permit housing up to minimum 20 storeys/5 FSR within 200m; 12 storeys/4 FSR within 400m; and 8 storeys/3 FSR within 800m.
- **Prohibition of Parking Requirements.** For all development within TODs.
- <https://news.gov.bc.ca/releases/2023HOUS0063-001748>

November 7, 2023: Amenity contribution regulations announced. No timelines announced to date.

- **Extension of DCC.** Development cost charge legislation will be expanded beyond drainage, water, sewer, roads to include: fire protection facilities, police facilities, solid waste facilities, portion of provincial highway projects required to access new housing. No mention of parks, recreation, libraries, child care, electrical, etc.
- **New ACC Authority.** A new amenity cost charge will be created to include: community/youth/senior's centre, recreation/athletic facilities, library, day care, and public square. **Anticipated required completion: June 2024, with ongoing annual updates.**
- <https://news.gov.bc.ca/releases/2023HOUS0063-001737>

November 1, 2023: Multiple new regulations announced, with short timelines/ongoing requirements. Legislation will include opportunity to apply for a time extension; however, changes can be implemented by a ministerial order.

- **Infill Housing.** Updating Zoning Bylaw to permit up to six dwelling units (depending on site size and transit access) in all single family and duplex zones (Small-scale Multi-unit Housing). **Required completion: June 2024.**
- **Prohibition of Parking Requirements.** For infill in proximity to frequent transit, which would likely affect all properties in New Westminster.
- **Housing Needs Report.** Update to a 20-year horizon (currently 10-year). **Required completion: December 2024.**

- **Update City's Three OCPs.** To accommodate growth forecasted in Housing Report, and addressing wider range of housing policy. **Required completion: December 2025.**
- **Pre-zone the City.** Requirement to pre-zone land to meet their housing needs and reduce the use of current rezoning processes. **Required completion: December 2025.**
- **Ongoing OCP Updates.** NEW legislated requirement to update OCPs, with public engagement, every 5 years in alignment with updates of Housing Report. **Ongoing: three OCPs, every 5 years.**
- **Public Hearing Prohibition.** For rezonings with min. 50% residential floor area which are consistent with OCP.
- <https://news.gov.bc.ca/releases/2023PREM0062-001706>

October 16, 2023: Phased project to reduce short term rentals, focusing on strengthened regulatory and enforcement tools for municipalities. The City monitors short term rentals in New Westminster, which are limited in number at this time.

<https://news.gov.bc.ca/releases/2023HOUS0060-001598>

October 10, 2023: Province partnering with selected municipalities to develop digital permitting tool by March 2024, which will then be expanded to other communities.

<https://news.gov.bc.ca/releases/2023HOUS0132-001568>;

<https://news.gov.bc.ca/releases/2023HOUS0019-000496>

September 26, 2023: Housing targets announced for first ten municipalities. New Westminster is not included in this cohort, though the City is included in the long list of municipalities for which the Province is considering setting targets.

<https://news.gov.bc.ca/releases/2023HOUS0123-001505>;

<https://news.gov.bc.ca/releases/2023HOUS0059-000851>

September 18, 2023: Announces project to streamline Provincial permit approvals, which are not applicable to New Westminster. Announces future legislation to make secondary suites permitted throughout the province, which is already in place in New Westminster.

<https://news.gov.bc.ca/releases/2023HOUS0058-001472>;

<https://news.gov.bc.ca/releases/2023WLRS0003-000033>

April 3, 2023: Province releases Homes for People Action Plan.
<https://news.gov.bc.ca/releases/2023HOUS0019-000436>

November 21, 2022: Removal of strata rental and age restrictions.
<https://news.gov.bc.ca/releases/2022PREM0065-001745>

As of April 2022, the Province has required municipalities to approve a Housing Needs Report, to be updated every 5 years. The Report is to identify community housing needs and gaps, both existing and projected, across the spectrum. It is to inform updated to official community plans. <https://www2.gov.bc.ca/gov/content/housing-tenancy/local-governments-and-housing/policy-and-planning-tools-for-housing/housing-needs-reports?bcgovtm=may5#:~:text=Municipalities%20and%20regional%20districts%20in,needs%20in%20communities%20throughout%20B.C>

September 1, 2021: Announces successful applicants to Local Government Development Approvals Program which provided grants for housing approvals streamlining. New Westminster's Development Application Process Review project application was not selected. <https://news.gov.bc.ca/releases/2021MUNI0046-001721>

Memorandum

To: Lisa Spitale,
Chief Administrative Officer

Date: November 20, 2023

From: Lisa Leblanc,
Director of Engineering

File:

Jackie Teed,
Director of CAPD

Subject: 2024 Budget – Addressing the three Crises with a Crises Response Team Pilot Project

PURPOSE

The purpose of this memo is twofold: (1) to outline the two-year Crisis Response Team pilot project to address the crises of homelessness, mental health and substance use affecting the community; and (2) to outline the financial implications associated with this pilot for the 2024 and 2025 annual budgets.

BACKGROUND

As outlined in a report to Council on October 23, 2023, New Westminster is facing the crises of homelessness, mental health and substance use which are complex, inter-related and are impacting and broadly affecting the community in a number of ways.

Homelessness Crisis

The City's Housing Needs Report (June 2021) identified a need for 358 supportive housing units between 2021 and 2031. Of this, 52 have been approved and funded but this only accounts for 14.5% of the total units needed. The Point-in-Time Homeless Count conducted in March 2023 confirms the city's needs remain unmet, as it showed that there are 57 unsheltered and 146 sheltered homeless people in New Westminster. This represents a 65% increase between the 2020 and 2023 counts. In the most recent count, 63 sheltered homeless people did not have access to a 24/7 shelter so the daytime unsheltered homeless count is actually much higher at 120 people. Additionally, the count identified a significant over-representation of Indigenous people in the unsheltered homeless population (43%) compared to the Indigenous sheltered population (12%), as well as compared to the overall City's Indigenous population (3.1%).

Mental Health and Substance Use Crisis

The Point-in-Time Homeless Count identified that 61% of unsheltered and 33% of sheltered homeless people in New Westminster self-reported a mental health issue. Additionally, 78% of unsheltered and 25% of sheltered homeless people self-reported some form addiction indicating that any strategy to address homelessness should also include strategies to address mental health and substance use issues.

OVERVIEW AND CONTEXT

New Westminster is facing the crises of homelessness, mental health and substance use which is impacting the community in a number of ways including through the suffering by those directly experiencing these crises, but also by those affected by the externalities of these crises, and by placing a strain on City resources. The City recognizes that its existing responses to these crises are not working. Given this, Council endorsed a two-year pilot organizational project based on promising practices and lessons learned from other municipalities that are proactive, responsive, people-centered and strategic. The pilot project includes three united inter-departmental teams which will consist of both existing and new staff.

1. **Crises Response Team** – Is a new team that will address community requests and complaints and provide support to those who are experiencing homelessness, mental health and substance use issues by coordinating, and providing people-centered referrals to Provincial, non-profit and faith-based support teams.
2. **Operations Support Team** – comprised of existing staff and will support the new Crises Response Team and address many of the externalities of these crises.
3. **Policy Development and Advocacy Team** – is primarily comprised of existing staff and will: lobby senior levels of government for additional funding, resources and supports needed to sustainably address the needs and issues associated with the three crises; work to align external supports and enhance their services in our city; and work to facilitate development of the needed housing and shelter units.

This pilot project will require engagement with First Nations, Indigenous organizations, the community and with people with lived and living experience. It will also require enhanced relations with provincial bodies and the realization of 50 to 60 24/7 shelter beds, 50 to 60 supportive housing units and the development of a Health and Connect Resource Centre. To accomplish this, the City is working towards MOUs with BC Housing, the Fraser Health Authority, the Ministry of Mental Health and Addictions, and the Ministry of Social Development and Poverty Reduction.

ALIGNMENT WITH THE STRATEGIC PLAN

Community Belonging and Connecting

This pilot project will strive to connect and develop relationships with the people experiencing these crises and work to have them develop positive, non-judgement and

stigma-free relationships with the community. The Health Connect and Resource Centre will create a connection point where everyone can feel welcome and create a place where health and support teams can meet. The people-centered approach will strive to create a strong sense of belonging and support for people experiencing these crises.

Housing Options

The Policy Development and Advocacy Team will be striving to realize housing options for the unsheltered and precariously sheltered and housed within New Westminster. Its work will be based on the City's Homelessness Action Strategy (July 2022), Housing Needs Report, (June 2021) and Downtown Livability Strategy (September 2021) and will work to collaborate with senior government to facilitate development of new shelter, housing and health and support services.

Reconciliation

It is recognized that Indigenous populations are significantly over-represented amongst the homeless population in New Westminster, especially amongst the unsheltered homeless. This could be a result of the lack of culturally appropriate options. An objective of this pilot project is to engage First Nations Health Authorities and Indigenous organizations to better serve all Indigenous homeless and precariously housed people in New Westminster.

Public Engagement

Virtually the whole community is affected by these crises thus a broad and ongoing evaluation, engagement and communications strategy will be implemented to continue to monitor community needs, develop iterative strategies and communicate to the community the pilot projects actions.

Diversity, Equity, Inclusion and Anti-Racism (DEIAR)

The pilot project will embrace a people-centered, non-judgmental and stigma-free accessible approach towards people experiencing homelessness, mental health and substance use issues. It will strive to provide strategies that are culturally-appropriate, respectful and address social inequities and meet the needs of these populations.

Organizational Effectiveness

The pilot project will use specialized staff and have a new, strategic, well-organized approach which will be more responsive and effective, and will enable staff in Integrated Services, Engineering and Fire to refocus on core service functions. It will also properly train and equip staff to work in this increasingly challenging environment, enhancing their safety, keeping them motivated and preventing them from burning out.

Healthy Governance

The new structure will strengthen internal engagement, information sharing, decision-making and coordination and will better serve the community, those impacted by the externalities of the crises and those directly experiencing them. The Policy Development and Advocacy Team will directly support Council's role advocating to senior levels of government.

Resilience

By understanding and responding to the needs of staff and ensuring that appropriate training and resources are in place, the resiliency of both staff and assets such as public toilets and elevators will be improved. Likewise, the pilot project should improve the community's resiliency through increased communication, information-sharing and educational materials.

FINANCIAL IMPLICATIONS

It is recognized that many of the roles and responsibilities in this pilot project fall within the Province's mandate. Part of the mandate of the Policy Development and Advocacy Team is to work to secure funding from the Province. As noted in the October 30, 2023 report to Council – the projected annual budget for 2024 is \$770,000, plus benefits.

Operations Support Team (\$90,000)

- Communications Support – 0.5 FTE, two-year contract (\$30K per year)
- Human Resources Support – 0.25 FTE, two-year contract (\$15K per year)
- Data Analyst Support – 0.5 FTE, two-year secondment with backfill (\$35K per year)
- Equipment, supplies, materials and contracted services – (\$10K per year)

Crises Response Team (\$450,000)

- Manager of Crises Response – 1.0 FTE, (\$105K per year)
- Crises Response Livability Supervisor – 1.0 FTE (\$0 per year)
- Encampment Safety Officer – 1.0 FTE, two-year contract (\$80K per year)
- Non-Clinical Outreach Workers – 2.0 FTE, two-year contract, (\$85K each per year for a total of \$170,000 per year)
- Homelessness Services Coordinator 1.0 FTE, two-year contract (\$75K per year)
- Equipment, supplies, materials and contracted services – (\$20K per year)

Policy Development and Advocacy Team (\$230,000)

- Deputy Fire Chief – 0.5 FTE, one-year secondment with backfill (\$75K)
- Homelessness Planning Analyst 1.0 FTE, two-year contract (\$70K per year)
- Indigenous consultant to support engagement (\$85K per year)

Recommended Funding Strategy

It is recommended that the City seek \$585K of provincial funding for both 2024 and 2025 for the following positions:

- Manager of Crises Response (1 FTE \$105K)
- Encampment Safety Officer (1 FTE \$80K)
- Non-Clinical Outreach Workers (2 FTE \$170K / year)
- Homelessness Services Coordinator (1 FTE \$75K / year)
- Homelessness Planning Analyst (1 FTE \$70K/ year)
- Indigenous Consultant to support engagement (\$85K / year)

It is recommended that the City fund the:

- Crises Response Homelessness Livability Supervisor (1 FTE \$85K / year) from an existing staff vacancy
- \$185K for the Operations Support Team and the Policy Development and Advocacy Team

Given the crises, time is of the essence. It is imperative that the recruitment for these positions commence immediately. Funding for these positions will be from the Reserve. When the Province provides the above necessary funding, the Reserve will be reimbursed accordingly.

Advocacy Update

Since presented to Council on October 30, 2023, the following new advocacy work has been undertaken:

- The Mayor has met with the Minister of Mental Health and Addictions to secure provincial funding for the initiative within this pilot project.
- The Team will be meeting with the Minister of Mental Health and Addictions in mid-November 2023 to advocate for funding and services for the pilot project.
- The Team has met with the First Nations Health Authority and will be scheduling follow-up meetings to explore collaboration related to the pilot project.
- The Team has met with Fraser Health Authority's Medical Health Officer and has scheduled a presentation to the Medical Directors for Fraser Health Authority to obtain their clinical endorsement of this project.
- The Medical Health Officer has requested the Advocacy team present this project to the Royal Columbian Hospital (RCH) Emergency Department Managers who expressed interest in exploring the possibility of integrating this project into one being undertaken by RCH Emergency Department.

Memorandum

To: Lisa Spitale,
Chief Administrative Officer

Date: November 20, 2023

From: Richard Fong,
Director of HR and IT

File: 2400318

Rod Carle
General Manager, Electrical Utility

Jackie Teed
Director, CAPD

Subject: 2024 Budget – Integrating Climate Action and the Electrical Utility to Accelerate Implementation

PURPOSE

The purpose of this memo is to provide Council with the proposal to restructure the Electrical Department by integrating the Climate Action Team with it and renaming the department the Energy and Climate Action Department. This department will have the mandate to drive innovation and implementation of the Climate and Environment Lens in the Strategic Plan.

OVERVIEW AND CONTEXT

The new Council Strategic Priorities Plan is an opportunity to evaluate the City's organizational structure to ensure appropriate alignment between departments, divisions, and functions in order to effectively and efficiently advance the strategic priorities and enhance service delivery. In particular, the City has experienced significant growth over the past decade as many work functions and priorities have been established or expanded. As such, the organizational and reporting structures need to be updated and modernized in order to reflect, and effectively respond to, the evolving and emerging needs, interests, and expectations of our growing City.

This report outlines the establishment of an Energy and Climate Action Department to achieve enhanced teamwork, integration, collaboration, and succession planning within the department, resulting in improved effectiveness, greater efficiency, improved decision analysis, and more resilient outcomes. This new Energy and Climate Action Department represents a modernization of the organizational structure, and provides an opportunity to be more innovative in the City's Electric Utility, and more effective in our

implementation of the City's climate action plans in response to the City's 2019 Climate Emergency Declaration.

Electrical Utility – Current State

The City's Electrical Utility is currently facing the challenge of meeting the electrical needs of customers in a landscape that includes low carbon energy mandates (i.e. electric mobility, electric heating systems, etc.), a housing crisis with new mandated housing targets at the municipal level, extreme heat impacting habitability in existing buildings resulting in increased use of air conditioners, and building for climate resiliency and adaption, all while advocating for sustainable clean energy and conservation. Therefore, it is imperative that electrical infrastructure investments keep pace with increasing needs related to housing, population growth, and the concurrent drives to reduce consumption and shift to electrification of housing and transportation.

The current focus of the Electrical Utility is the efficient and reliable operation of the City's electrical distribution network. In order to effectively respond to the emergent needs of the City, the mandate of the Electrical Utility needs to be expanded by incorporating innovation, long range planning, and energy business expertise to its core functions. This will be achieved with the creation of the Energy and Climate Action Department

The next cycle of strategic planning and implementation will form the foundation of the Electric Utility for the foreseeable future. The establishment of a restructured department is an important first step in that process and will guide all future actions.

Climate Action Team – Current State

The Climate Action Team (CAT) formed in early 2020 and is currently composed of a manager and two staff. The function of the CAT is to:

- Develop and maintain climate strategies
- Complete regulatory reports related to carbon pollution
- Identify and develop climate action related policies and tools
- Report on progress on existing strategies, and
- Design and deliver community programs centered on energy and carbon pollution reduction through platforms such as Energy Save New West

Having completed the development of the Corporate Energy & Emissions Reduction Strategy (September 2020), eMobility Strategy (June 2022), and Community Energy and Emissions Plan 2050 (October 2022), the CAT is focused on the implementation actions identified in these strategies to ensure the City can reach the GHG emission reduction targets set out by the City's Climate Emergency Declaration (2019). Of the 124 implementation actions identified through the City's climate action strategies, 66 will be led by, or require significant contributions from, the CAT. The implementation actions

extend far beyond low-carbon energy, as the CAT plays a significant role in implementing actions within each of the City's [Seven Bold Steps](#). It should be noted that the existing workplan and the role of the CAT will not be compromised by this departmental restructure, rather the restructure will enhance the work that the CAT has been, and will continue, to do.

As identified in the August 28, 2023, and September 11, 2023 Council reports on climate action workplan acceleration and resulting financial implications, respectively, both the size and structure of the CAT requires evaluation in order to achieve the City's emission reduction targets. Aligning the CAT with the Electric Utility, by bringing the teams together into a new department, will enhance the structural capabilities to execute on some key aspects of the climate action accelerated workplan.

Based on the climate action strategies, energy conservation and a transition to clean energy, such as grid connected electricity, is an integral component in achieving the City's GHG emission reduction targets. Working in close collaboration with the Electric Utility has always been a priority for the CAT in the delivery of the comprehensive climate action workplan. Coming together with the Electric Utility under the Energy and Climate Action Department, will strengthen the ability for the CAT to deliver innovative community programming centered around electrification, energy conservation and demand management through Energy Save New West, while continuing to advance all other implementation actions the team is responsible for leading in areas such as buildings (new and existing), eMobility, corporate reporting, policy development, education and awareness and climate adaptation and resilience.

Additionally the CAT will continue to collaborate with other departments to activate climate action implementation in their respective areas of responsibility. Enhancement requests to advance the Bold Steps are included within individual department memos to support achieving goals and targets through departmental workplans, establishing their leadership role within the Bold Steps by 2030. For example, Bold Step #6 and #7 by Parks & Recreation, Bold Step #1, #2 and #7 by Engineering Services and Bold Step #3 by CAPD.

ALIGNMENT WITH THE STRATEGIC PLAN

The Energy and Climate Action Department would be established by bringing together the Climate Action Team from CAPD and the existing Electrical Utility. This will enable the department to streamline the strategic alignment and integration of climate action plan implementation with the delivery of clean and reliable energy into one cohesive and collaborative department. This reimagined and restructured department would expand the current Electrical Utility to include strategic policy direction, fiscal decision making, energy business expertise to augment the department's mandate, climate action implementation, climate adaptation and resilience planning, as well as address the growing energy needs of the City.

Expanding on the current Electric Utility mandate, the new Energy and Climate Action Department would achieve the following desired outcomes:

- Enhance strategic decision making to leverage the opportunities of the City's Electrical Utility mandate and the trend towards electrification of buildings and transportation driven by Climate Action.
- Develop a policy framework to advance climate initiatives and optimize low carbon fuel credit generation and other carbon offset opportunities.
- Achieve direct alignment with the public policy goals of Council.
- Advance the Asset Management and Infrastructure Strategic Priority.
- Further the Utility's resilience through diversification within the renewable energy sector and strive towards completion of the City's District Energy project.

The new objectives of the Energy and Climate Action Department would include the following:

1. Expand the professional management structure to become the corporate strategic partner on energy and climate within SMT.
2. Expand the department by adding strategic policy development and long range planning to the mandate.
3. Expand the department by adding climate change adaptation and resilience to the mandate.
4. Expand the department by adding energy business strategy development to the mandate.
5. Provide energy and climate policy and business strategy to Council.
6. Provide leadership expertise to the Electrical Utility Commission.

FINANCIAL IMPLICATIONS

The new Energy and Climate Action Department is made up of existing positions. No existing positions will be eliminated as a result of bringing together these two existing teams under one new departmental structure.

Where applicable, existing management positions will be reclassified and retitled to reflect the scope and mandate of the Energy and Climate Action Department. No new funding is required.

The Electrical Utility General Manager position will be reclassified and retitled to Director of Energy and Climate Action. There will be two Divisions in the Department, both led by Deputies: Energy Utility; and Energy Innovation and Climate Action. The divisions will be structured as follows:

- Energy Utility Division: (1) Energy Utility Operations (including Renewable/District Energy), Electrical Services and Engineering Design & Planning; (2) BridgeNet Dark Fiber Utility; and (3) Energy Utility Policy and Business Systems.
- Energy Innovation and Climate Action Division: (1) Energy and Business Innovation; and (2) Corporate and Community Climate Action.

Within the Energy Utility division, there are no new additional staffing requirements identified at this time as a result of the merger. There are operational enhancements that have previously been identified which will be included in the 2024 Budget Utilities process. These include:

- Metering Technician (1 FTE): \$85K plus benefits
- Business Systems Analyst (1 FTE): \$100K plus benefits

Also, work continues to fill existing vacancies which are needed to deliver on the workplans moving forward.

For the Energy Innovation and Climate Action Division, the staffing needs will be addressed by advancing the accelerated Climate Action workplan. At the request of Council, staffing and resource needs were identified in a report to Council on September 11, 2023 to support delivery of the accelerated 4 year workplan through a 2-year resourcing approach.

Staffing needs identified for 2024 and 2025 are being brought forward as part of the 2024 and 2025 Budget process. The Utility Reserve is the identified funding source for the CAT operating cost.

The proposed staffing needs are presented in the following table:

Table 1: Target Driven Climate Action Workplan - Staffing Needs Table (from September 11, 2023 report to Council, with minor wording updates to align with the new proposed departmental structure and mandate)

Sector	Existing Staff 2023	Proposed New Staff 2024	Proposed New Staff 2025
Cross-Sectoral	Deputy of Energy Innovation and Climate Action 1 existing FTE	Senior Climate Policy Planner 1 new FTE; (\$120K plus benefits)	Education and Awareness Coordinator 1 new FTE; (\$97K plus benefits)



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Regulatory Reporting	Energy and Emissions Specialist 1 existing FTE	--	--
Building Emissions (existing & new construction)	Energy and Emissions Specialist 1 existing FTE	Community Climate Program Coordinator 1 new FTE; (\$97K plus benefits)	--
Adaptation and Resilience	--	Climate Change Adaptation Specialist 1 FTE; (\$97K plus benefits)	Energy Utility Innovation Planner 1 FTE; (\$120K plus benefits)
EV Charging	--	EV Program Manager 1 new FTE; (\$120K plus benefits)	--
Community Transportation Emissions	--	--	1 RFT eMobility Specialist 1 new FTE; (\$97K plus benefits)
New FTE and salary costs	0 New FTE	4 New FTE - \$434,000 plus benefits	3 New FTE - \$314,000 plus benefits

The proposed staffing plan involves the establishment of permanent positions over a multi-year period. The estimated salary costs are \$434,000 in 2024, and \$314,000 in 2025 (based on the 2021 collective agreement). The total salary cost associated with all the positions referenced above, for the 2 year period, is approximately \$748,000. It is important to recognize that these permanent positions represent ongoing costs and would continue beyond the specified budget years.

Memorandum

To: Lisa Spitale,
Chief Administrative Officer

Date: November 20, 2023

From: Richard Fong,
Director of HR and IT

File: 239600

Dean Gibson
Director of Parks and Recreation

Blair Fryer
Senior Manager, Economic
Development and Communications

Subject: 2024 Budget – Creating Synergies and Community Partnerships with a new
Community Services Department

PURPOSE

The purpose of this memo is to provide Council with the rationale that creates a new Community Services Department. This department will have the mandate to drive implementation of the *People-Centred Economy* Strategic Priority and the *Community Belonging and Connecting* Strategic Priority.

OVERVIEW AND CONTEXT

This memo outlines a restructuring plan that establishes a new Community Services Department from seven divisions under the Office of the CAO and a division from the Parks and Recreation Department. Amalgamating these functions under a new department will better align community-facing functions, improve services to the community and create internal efficiencies.

The new Council Strategic Priorities Plan is an opportunity to evaluate the City's organizational structure to ensure appropriate alignment between departments, divisions, and functions in order to effectively and efficiently advance the strategic priorities and enhance service delivery.

The 2023-2026 Council Strategic Priorities Plan, like the 2018-2022 Strategic Priorities Plan, identifies synergies between the City's economic development and culture divisions, and provides a clear mandate for closer collaboration through the *People-Centred Economy* strategic priority. The Strategic Plan also highlights the importance of *Community Belonging and Connecting*, and the need to sufficiently resource work over

the next three years to contribute positively to related objectives and outcomes of this strategic priority.

The Community Services Department will align several community-focused functions and divisions within the City. The Department mandate will focus on community services to support the needs and interests of the growing New Westminster community. Economic Development, Conference Services, Community Arts & Theatre Services, Museums & Heritage Services, Arts & Technology, Filming, Special Events, Public Engagement, and Communications will all be integrated under one department.

A new Community Partnership division will be created as a component of the Economic Development Office to support the *Community Belonging and Connecting* Strategic Priority. This division will look to leverage community partnerships and promote opportunities for unique events and activations throughout the community, including in the City's commercial areas. The Community Partnership division would consist of City Grants, Special Events, Filming and elements of the Downtown Livability Plan. The inclusion of Special Events and Filming will foster greater planning and coordination across both economic development and culture divisions.

Department Objectives

1. Maximize effectiveness in implementation of strategic priorities and resulting work plans, and new initiatives as they arise.
2. Improve cross-divisional collaboration between the corporation's Culture and Economic Development functions.
3. Provide effective leadership, oversight, and information flow across the aforementioned divisions.
4. Better connect community-facing divisions through the addition of a new function that integrates Community Partnerships, Livability Initiatives, City Grants, Filming, and Special Events.
5. Ensure better connection between functions based out of Anvil Centre and those of the Corporation, to Council priorities and community needs.
6. Strengthen community connections through information-sharing (Communications) and inviting community voices into decision-making (Public Engagement).
7. Promote Community Partnerships by organizing and overseeing a variety of community relations and outreach programs, events and initiatives with residents, businesses, associations, and other community groups.
8. Provide corporate leadership and subject matter expertise to the *Community Belonging and Connecting* strategic priority area.

ALIGNMENT WITH THE STRATEGIC PLAN

Establishing a new Community Services Department aligns with both the objectives and outcomes of the *People-Centred Economy* and *Community and Belonging* strategic priorities. It also highlights the integrated approach to economic development articulated during the strategic planning process and the role that arts and culture, film, special events, community development and partnerships, and non-profits all play in the community, and the local economy.

Community Belonging and Connecting

The Strategic Plan identifies the *Community Belonging and Connecting* priority as a central and unifying theme anchoring the remaining four Strategic Priorities. As an extension of the City's vision to be a vibrant, compassionate, resilient city where everyone can thrive, *Community Belonging and Connecting* emphasizes further a community where everyone belongs and has the opportunity to connect and contribute.

Key objectives for this priority area include people feeling a sense of belonging through a shared sense of connection and identification with others; people experiencing shared connection points, created through an environment where their contributions matter and are welcomed; individuals, groups, and organizations becoming interconnected, linked, and working towards common goals; and community connectivity creating a strong sense of social cohesion enabling individuals and groups to support each other.

Appreciating that the *Community Belonging and Connecting* priority represents a new area of focus and the resulting outcomes are largely aspirational in nature, the City's focus is on effecting belonging and connectedness both individually and collectively; supporting greater awareness and appreciation for the diversity of cultures across our city; empowering and supporting groups and organizations to more fully reflect the evolving diversity of the community; and equipping City staff, services, and processes to more fully reflect and support a range of diverse community needs.

The establishment of the new Community Services Department is aligned with both the objectives and aspirational outcomes of the *Community Belonging and Connecting* Strategic Priority. The structure of the new department, particularly through the Community Partnerships function, addresses a previously identified need to provide leadership capacity and serve as a corporate and community resource for the Community Belonging and Connecting priority area. This approach has supplanted some of need to seek previously envisioned additional staffing resources to advance this priority.

People-Centred Economy

The City works to create conditions that give people access to business opportunities and employment, and an environment that supports growth and innovation. Through the *People-Centred Economy* strategic focus area, we work to ensure a local, nimble, resilient economy that serves our local community.

Key objectives for this strategic priority area include providing support for business in ways that shorten processing and permitting times, attracting and retaining businesses that improve the community's overall economic well-being and provide sustainable employment opportunities, including for Indigenous and equity-seeking communities, and strengthening of relationships with local business partners and regional economic organizations, including those in the arts, culture, and tourism sectors that make New Westminster a richer place.

People-Centred Economy outcomes flow directly from this priority area's objectives and include implementation of the recently-approved Retail Strategy to foster active commercial areas, aligning the City's organizational structure to acknowledge and amplify the important role arts, culture, special events and filming play in economic development, and, using the relevant data to inform decision-making, modernize business-related policies and procedures to better respond to the needs of the business community today, while preparing the community for the economic opportunities of tomorrow.

FINANCIAL IMPLICATIONS

The new Community Services Department will be primarily comprised of existing positions within several divisions of the organization. A Director position is required to provide overall department leadership. The Director position will be funded by the reallocation of funding from a previous vacant Director position (in Legislative Services) with a top up to reflect the current pay band. No existing positions will be eliminated as a result of bringing together these divisions under one new departmental structure.

As part of the implementation of the Strategic Plan, departments had already identified where additional resources would be needed. The Parks and Recreation Department identified the following to advance the Community Belonging and Connecting Priority:

- **Assistant Program Coordinator (Special Events)**, 1.0 FTE, \$67.5K plus benefits (funding phased in over 2024 and 2025). This role, which has been funded on a temporary basis in 2022 and 2023, has proven essential in supporting and sustaining community events and activations to the levels recently enjoyed. The position has, and is proposed to continue to, provide an emphasis on activities and events organized with and through community groups and local businesses that promote community livability in the Downtown

throughout the year and, among other responsibilities, to specifically facilitate community activations at Westminster Pier Park.

- **Events & Activations** – \$14K. Specific to auxiliary staffing and supplies for weekly Westminster Pier Park activations as part of the Downtown Livability response.

The Economic Development Office identified the following to advance the People-Centred Economy Strategic Priority:

- **Business Growth Coordinator:** 1.0 TFT, \$66K plus benefits (funding phased in over 2024 and 2025). This role would provide support to implementation of strategic plans and priorities (e.g. 2023-2026 Council Strategic Priorities Plan, Retail Strategy action items, etc.), including development and actioning of processes and programs targeting retention and expansion of existing local business.
- **Business Licensing Clerk (Clerk 3):** 0.6 (20hrs) TPT, 28K plus benefits. This role, which has been funded on an auxiliary basis in 2022 and 2023, supports the Business Licensing front counter and application processing.

Memorandum

To: Lisa Spitale,
Chief Administrative Officer

Date: November 20, 2023

From: Erin Williams
Fire Chief

File: 2400147

Subject: 2024 Budget – Being Prepared for Extreme Weather Events by Strengthening the Emergency Management Office and the Public Safety and Fire Prevention Division

PURPOSE

The purpose of this report is to provide the rationale for the service enhancement requests for the Emergency Management Office (EMO) and the Public Safety and Fire Prevention Division (FPO). These new positions are needed to build internal capacity and support the implementation of emergency planning initiatives currently underway due to the increasingly complex community impacts caused by growth and climate change.

BACKGROUND

Every City in the Province of BC is required to have an emergency program in place under the new BC Emergency and Disaster Management Act legislation. The Emergency Management Office works with various response agencies including public service organizations, internal city departments, local non-profit organizations, faith based organizations, local businesses, other local authorities and the Province.

The new updated Emergency and Disaster Management Act reflects the realities of climate change and extreme weather events such as extreme heat incidents and the transition to focus on the four pillars of emergency management: mitigation, preparedness, response, and recovery. This legislation is scheduled to have regulations released in late 2023 and will require the EMO to complete new comprehensive City wide risk assessments and business continuity plans for all anticipated hazards.

The Public Safety and Fire Preventions Division has seen an increase in inspections, investigations and community outreach efforts due to the changing landscape of our building stock and the support needed for implementing EMO initiatives (see attachments).

OVERVIEW AND CONTEXT

Our City witnessed numerous unprecedented events over the past several years including a pandemic, heat dome / extreme heat event, and atmospheric rivers. These events demonstrated the importance of building a resilient organization and community to weather such events.

Experiences from past significant events have launched collaborative programs and processes for improving our community outreach efforts to increase awareness and build resilience at different levels. For example, in response to the heat dome, EMO developed a proactive outreach program for disseminating critical cooling information to targeted vulnerable properties, developed an innovative heat response monitoring centre in collaboration with Fraser Health, and helped implement the “One Cool Room” air conditioner support program (see attachments). Lead by EMO and supported by FPO, the team achieved positive outcomes by leveraging their experiences, strong inter-agency partnerships, intimate knowledge of our community’s building stock, and technology.

This work helped improve our community’s resilience to heat and built a foundation for growing and strengthening our connection with our community members. It is imperative to continue this momentum and expand our resilience for other potential high impact events; however, this work requires dedicated resources to execute efficiently and effectively. Currently, the commitment to providing timely support for seasonal challenges is creating vulnerabilities in other areas of our system, such as delaying routine fire inspections, policy updates and other forms of community outreach.

Additionally, the EMO recognizes that many of our current city wide response plans need to be updated and/or re-developed to fit the current demand and or planning needs of the city. The proposed new regulations will require us to update the following key plans in the next 2-4 years; A Hazard Risk & Vulnerability Assessment, Business Continuity Plan, Emergency Response Guide, Emergency Bylaw, Recovery Plan and Emergency Support Services plan. This increased requirement to be more resilient, update response guidelines and preparations to fit our changing climate and legislation will further impact the teams’ ability to perform their regular duties.

The addition of one FTE will allow EMO to continue to improve the community’s ability to be prepared for extreme heat events, expand foundational emergency preparedness efforts to be able to pivot for other emergency events, and work with local businesses, non-profit and faith based organizations and outside agencies to become compliant with the new legislation. The combination of these services will benefit the full range of community members from our vulnerable population to large businesses.

Similar to the EMO team, the FPO team continues to adapt and adjust to the changing needs of our community. These needs include our ability to address new construction methods and materials, transfer complex design knowledge to the Fire Suppression

Team, and use technology to strategize our outreach efforts and support novel initiatives such as those from EMO.

A new escalating fee structure for excessive false alarms and re-inspections will take effect on January 1, 2024. This new fee structure is intended to incentivize property owners to resolve prolonged unresolved violations in a more expeditious manner as well as recover cost for the extraordinary efforts these properties demand. This new fee structure increases the maximum fee per instance of excessive false alarms and re-inspections from \$300 and \$100, respectively, to \$600 and \$605, respectively.

The addition of one FTE will allow FPO to develop new and update existing guidelines and policies to provide clarity for new development projects, increase the level of emergency response ability in innovative building complexes, grow our use of technology to effectively strategize outreach and operational efforts, and continue support of EMO initiatives without compromising the our existing level of service.

The increase in staffing for EMO and FPO will allow our teams to continue growing and strengthening our connections, building resiliency, and achieving compliance with existing and new regulations.

ALIGNMENT WITH THE STRATEGIC PLAN

The ongoing emergency/fire prevention and community outreach work that the EMO and FPO team is trying to grow and strengthen is strongly aligned with two Council Strategic Plan Priorities:

Community Belonging and Connection

The frequency and severity of extreme weather events is increasing as evidenced by the death of 28 New Westminster residents during the 2021 “Heat Dome”. The EMO has added many new initiatives to mitigate and prepare for similar incidents in the future. Many of these initiatives strive to build community resiliency by harnessing the power of community belonging and connection through social cohesion and enabling individuals and groups to better support one another before, during and after an emergency.

Safe Movement of People

The FPO and EMO have some overlapping responsibilities: identify hazards and then prepare for, mitigate, coordinate a response to, and recover from these identified hazards. FPO is working towards identifying locations, times and conditions that compromise the safe movement of people throughout New Westminster. This information can inform communication strategies as well as City transportation plans.

FINANCIAL IMPLICATIONS

1. 1 full time employee in the Emergency Management Office (EMO) to assist with continuing to build on the emergency planning initiatives that have been started as well as preparing the documentation required to be in compliance with new regulations - \$78K plus benefits.
2. 1 full time employee in the Public Safety and Fire Prevention Division (FPO) to be able to continue supporting EMO initiatives as well as increase the capacity to develop and revise New Westminster Fire & Rescue Services policies and guidelines to the increasingly complex community impacts caused by growth and climate change - \$100K plus benefits.

ATTACHMENTS

[April 25, 2022 – Report: 2022 Heat Response Plans and Emergency Preparedness Week \(page 194 of agenda package\)](#)

[July 11, 2022 – Report: 2022 Heat Response Planning Update \(page 78 of agenda package\)](#)

[September 26, 2022 – Report: 2022 Summer Heat Response Update \(page 859 of agenda package\)](#)

[April 24, 2023 – Report: 2023 Summer Heat Response Update \(page 401 of agenda package\)](#)

[June 26, 2023 – Report: City Staff's Heat Plan Response to Extreme Heat in New Westminster: Accelerated Funding for Summer 2023 – Recommendation from the Utility Commission \(page 390 of agenda package\)](#)

[July 10, 2023 – Report: City Staff's Heat Plan Response to Extreme Heat in New Westminster: Accelerated Workplan and Funding for Summer 2023 \(page 35 of agenda package\)](#)

[August 28, 2023 – Report: 2023 Stream 1 Accelerated Heat Plan Update \(page 181 of agenda package\)](#)

Memorandum

To: Lisa Spitale
Chief Administrative Officer

Date: November 20, 2023

From: Eva Yip
Acting Director, Human Resources &
Information Technology

File: 2391652

Lisa Leblanc
Acting Deputy CAO
Director of Engineering

Subject: 2024 Budget – Advancing the City’s Commitment to Reconciliation, Public Engagement, Diversity, Equity, Inclusion and Anti-Racism and Organizational Effectiveness

PURPOSE

The purpose of this memorandum is to describe how the City’s commitment to reconciliation, public engagement, organizational effectiveness, and diversity, equity, inclusion and anti-racism (DEIAR) will be advanced in 2024.

BACKGROUND

The Strategic Priorities Plan was approved by Council on May 8, 2023, including five strategic priorities, and committing to achieving those priorities in a manner that thoughtfully considers and advances reconciliation, DEIAR, public engagement, climate action and environment and organizational effectiveness.

June 27, 2022 Council endorsed the DEIAR Framework, which is being used to guide and support the City in becoming a local government employer of choice by building a welcoming, safe, diverse, and inclusive workforce which will contribute to a healthier, productive, and innovative organization.

In 2021 Council adopted the Public Engagement Policy, which sets standards and expectations for including community members in the City’s decisions and projects that affect them. The Policy was developed based on the City’s Public Engagement Strategy, which continues to be implemented and progressed over time.

Council has expressed a strong desire to advance reconciliation, hired an Indigenous Relations Advisor, committed to a Year of Truth, and has expressed strong support to work in an informed, respectful and constructive manner with First Nations and Indigenous groups to advance reconciliation.

In addition to the policies and priorities endorsed by Council, staff have also highlighted the significant staffing challenges that have been experienced by the organization, and the high rate of attrition. On May 30, 2022, the Chief Administrative Officer (CAO) provided a report to Council regarding [Staffing Resource Challenges and Implications for Departments' Service Delivery Work Plans](#), with memos from five departments articulating the unique challenges being faced and the realignments being made to their respective work plans and/or recruitment strategies.

On December 12, 2022, a [Staffing Challenges Update](#) report was provided to Council regarding the updated status of the City's staffing and service delivery challenges. Council directed the Senior Management Team to report back on a comprehensive staff recruitment and retention strategy for Council's consideration.

Over the past few years, the HR & IT Department has played a lead role in responding to the challenges posed by the COVID-19 pandemic. The department has developed and implemented pandemic-related policies, facilitated remote work, and supported employee well-being, all while advancing the City's strategic priorities, including DEIAR initiatives. Having faced increased recruitment demands due to the "great resignation" and "great reset," this led to unprecedented voluntary attrition and resource challenges. Furthermore, over the years, the City has not kept up with resourcing HR & IT services to keep up with the growth and complexity of the organization. Despite staff's best efforts, this strain has resulted in delays in crucial functions such as timely and strategic recruitment, learning and development, disability management, policy development, and IT infrastructure projects, which impacts the ability of staff to meet strategic priorities and core services, as was stated in the May 30, 2022 and December 12, 2022 reports. The staffing challenges prompted a review and the HR & IT Department indicated that they would be requesting additional resources to enable the City to better support the goals of Council and a growing City.

OVERVIEW AND CONTEXT

To strategically address the deficit that has evolved in HR and IT supports for the City, a multifaceted approach is proposed. The City recognizes the importance of organizational effectiveness, defined as the efficient alignment of resources, encompassing people, processes, technology, workspaces, fleet, and financial resources, to achieve its strategic goals and objectives. To guide and bolster organizational effectiveness, the City will embark on three key strategies: a Recruitment and Retention Strategy, an IT Strategy, and a Space Planning Review and Strategy.

The Recruitment and Retention Strategy aims to address the deficit in HR support by focusing on building and retaining a well-trained, secure, and committed workforce. This involves targeted training programs, building capacity, collective bargaining and labour management staffing and committee commitments for 2024, updating outdated policies and procedures, implementing the Remote Work Policy and the creation of new positions to meet the evolving needs of the organization and community. Simultaneously, the IT

Strategy will revamp IT infrastructure, ensuring it aligns with the City's growing demands. This will include updating technology, providing training for existing staff, and additional IT professionals. The Space Planning Review and Strategy will assess the space needed to support efficient operations, including consideration of space needed for City staff, service delivery, and equipment and materials storage and maintenance.

In alignment with the needs of the community and in support of the City's commitment to reconciliation, DEIAR principles, and robust public engagement, the organization will need to be resourced in these areas. The creation of new positions will specifically address the Lenses and Foundations which in turn, will support core services and strategic priorities. These are roles dedicated to DEIAR, Indigenous relations, space planning, and public engagement. These efforts collectively contribute to the overarching goal of enhancing organizational effectiveness to better serve the City's strategic plan and the evolving dynamics of the community.

The following supports are proposed to strengthen organizational effectiveness and resiliency at the City. It is intended to enhance the City's ability to effectively and adaptively achieve its goals, and maintain its functions, in the face of current and potential future challenges and changes. This will enable the City to efficiently plan and deliver services; manage resources; ensure effective leadership and governance; be accountable and transparent; and respond to various challenges, including emergencies, climate impacts, and other economic, social, and/or environmental changes.

In the 2024 Budget Enhancement process, there are a number of critical roles that are required to support Council's Strategic Priorities Plan, the City's Recruitment and Retention Strategy, IT Strategy, Space Planning Strategy, and the Lenses and Foundations. The positions outlined below are vital to the organization's effectiveness, resiliency, and commitment to serving the community. These positions will not only support core services and Council's strategic priorities, but also elevate the City's status as a progressive employer of choice.

Positions that improve Organizational Effectiveness:

For Recruitment and Retention Strategy:

- *Benefits Coordinator* – this position is needed to provide dedicated benefits support for City employees given the growth of the workforce. This role is currently being performed by one position that is responsible for both HR information systems and benefits. Due to the growth and complexity of the organization, one position cannot successfully manage both functions. The overflow of benefits work is falling on other positions on the HR team, impacting their ability to perform more strategic work.
- *Learning and Development Specialist* – to ensure employees continually develop and improve their skills, the City requires a permanent full-time learning and development specialist. This position is required to manage the risk of the City not being in compliance with WorkSafeBC legislation on statutory training requirements

and preventing future issues due to lack of training. Furthermore, this position will drive a culture of continuous learning, enhance career development opportunities, ultimately contribute to employee well-being and morale and support recruitment and retention.

- *Workplace Wellness and Ability Management* – to enhance employee health, satisfaction and productivity, and reduce absenteeism and disability-related costs such as WorkSafeBC insurance premium, ultimately contributing to a more resilient and thriving workforce.

For IT Strategy:

- *Network Analyst* – the IT infrastructure team has been chronically under resourced for some time. This impacts critical operations as technical debt compounds, increasing risk which then impacts projects and innovation which would otherwise benefit the City. To meet our core obligations and goals aligned with strategic objectives, we need to augment the IT team with additional roles. The demands on the ITS department are increasing due to the growth of our workforce and with the major projects such as AML, which will require operational support beyond what the department can currently provide. Requesting an enhancement of one position.
- *Business Systems Analyst (HR/Payroll/Finance)* – this position is needed as HR/Payroll systems, JD Edwards (JDE) have one primary business systems analyst. This is a large business risk. If this staff member is on holiday, sick leave, or for any other reason is unable to assist Payroll in the event that technical intervention in JDE is required, payroll may not be processed. This opens the City to a potentially large financial and reputational liability. This position will also allow for JDE related projects to proceed in a more timely fashion.

For Space Planning Review and Strategy:

- *Facility Space Planning Technologist* – Needs and expectations for the workplace have changed dramatically as the City has grown, while programming, core service delivery and space needs have also evolved, increasing the demands on the aging civic building portfolio to adapt, be more efficient, and support a modern workforce. To efficiently and equitably assign, manage and forecast the use of civic building office, service delivery, and equipment and materials storage and servicing space, a position is needed to create and maintain a space inventory system, to maintain and update facility as-built drawings, to work with HR and IT and other departments to establish criteria for office design and assignment, and to enable Civic Buildings and Properties (CB&P) staff to support all City departments in defining and forecasting space needs.

Positions that support Reconciliation, DEIAR and Public Engagement:

- *Indigenous Relations Staff Liaison* – as the City advances work towards truth and reconciliation, this role will support our Indigenous Relations Advisor in navigating the path to reconciliation with Indigenous communities, ensure our policies and practice are aligned with these goals, and create a more inclusive and equitable workplace. Note: funding was received in 2023 for an 18-month part-time position. The City is in the process of recruitment for the position.
- *DEIAR Advisor* – promoting diversity, equity, and inclusion, and anti-racism is both a strategic and moral imperative. A DEIAR Advisor will support the City in advancing the DEIAR framework and staff training, thereby helping us cultivate DEIAR principles into our workplace culture and ensuring that DEIAR values are integrated into every aspect of our organization, making us a more inclusive and equitable employer. This will enable the City to attract a broader range of talent, foster innovation, and reflect the diversity of our community in our workforce.
- *Public Engagement Coordinator* – effective public engagement is fundamental to advancing our strategic priorities, and people have the right to be included in decisions that affect them. This role will enable our current public engagement team to better support the City's departments in delivering their engagement work, support more outreach and connection with our diverse community, help gather valuable input, and respond to community and Council expectations for more meaningful engagement.

ALIGNMENT WITH THE STRATEGIC PLAN

The positions outlined above are integral to advancing our three strategies by collectively supporting an environment where employees feel valued and supported, leading to increased retention, employee morale, and job satisfaction. Moreover, by investing in professional development and succession planning, we ensure the growth of our employees and provide clear career pathways within our organization.

These positions are foundational to our organization's success. They are essential for supporting the Lenses and Foundations to fulfill Council's Strategic Priorities Plan, building a resilient and effective workforce, and promoting employee well-being and morale. By advancing these roles, the organization is taking an important step towards becoming a progressive employer of choice and aligning ourselves with the values and expectations of our community.

FINANCIAL IMPLICATIONS

The following additional resources are required to improve organizational effectiveness, and support reconciliation, DEIAR and public engagement. The resources will be prioritized, and it is recognized that it will take time to mobilize following budget approval,

as such, they will be activated incrementally over the next couple of years, beginning in the second quarter of 2024.

Organizational Effectiveness

Recruitment and Retention Strategy

1. Benefits Coordinator – 1 FTE (\$88K per year plus benefits)
2. Learning & Development Specialist – 1 FTE (\$103K per year plus benefits)
3. Workplace Wellness & Ability Management (\$130K per year)

IT Strategy

1. Network Analysts – 1 FTE (\$97K per year plus benefits)
2. Business Systems Analyst (HR/Payroll/Finance) – 1 FTE (\$106K per year plus benefits)
3. IT Consulting (\$40K per year)

Space Planning Review and Strategy

1. Facility Space Planning Technologist – 1 FTE (\$90K per year plus benefits)

Reconciliation, DEIAR and Public Engagement

1. Indigenous Relations Staff Liaison – Funds were received in 2023 and in the process of filling the position.
2. Truth and Reconciliation Day event support (\$50K per year)
3. All Nations Council (\$30K one-time expense)
4. DEIAR Advisor – 1.0 FTE (\$124K per year plus benefits)
5. Public Engagement Coordinator – 1.0 FTE (\$67K per year plus benefits)
6. Facilitator for Community Advisory Assembly (\$80K one-time expense)

Project annual budget for 2024 = \$1M

Staff will be including these funding requests in the 2024 Operating Budget deliberation process.

CONCLUSION

The City's commitment to reconciliation, DEIAR, and public engagement is underscored by a comprehensive strategy aimed at addressing organizational challenges and advancing key priorities. The approved Strategic Priorities Plan, coupled with the endorsement of the DEIAR Framework and Public Engagement Policy, reflects the City's dedication to fostering a diverse and inclusive environment.

Recognizing the critical role of the HR & IT Department, the City proposes a multifaceted approach to address staffing challenges, resource deficits, and IT infrastructure shortcomings. The Recruitment and Retention Strategy, IT Strategy, and Space Planning

Review and Strategy are integral components aimed at building a skilled and committed workforce, upgrading IT infrastructure, and optimizing workspace efficiency.

The proposed resources in the 2024 Budget Enhancement process align with the City's strategic goals, recruitment and retention efforts, and commitment to leveraging the Lenses and Foundations to advance the City's Strategic Priorities Plan. These roles and resources, spanning HR, IT, Indigenous relations, DEIAR, space planning, and public engagement, not only support core services but also elevate the City's status as a progressive employer. By investing in these strategic initiatives and positions, the City aims to enhance organizational effectiveness, resilience, and responsiveness to community needs, positioning itself as a leader in fostering a diverse, inclusive, and efficient municipal environment.

Memorandum

To: Lisa Spitale,
Chief Administrative Officer

Date: November 20, 2023

From: Denise A Tambellini Manager
Intergovernmental Relations

File:

Subject: Aggressively Pursuing Senior Government Grant Funding Opportunities
to Resource the Implementation of the Strategic Plan

PURPOSE

The purpose of this memo is to outline potential funding from senior levels of government for 2024.

BACKGROUND

A. Senior Government Funding Received 2020 to 2023

There are numerous federal and provincial programs available for municipal governments to advance local priorities. From 2020 to 2023, the City and its partners have secured approximately **\$82,906,912** from senior levels of government (see below). Not all funding goes directly to the City as is the case for the Provincial funding for the Peer Assisted Care Team or the Federal and Provincial Funding for the supportive housing project at 68 Sixth Street.

	Federal Funding	Provincial Funding	Metro Vancouver or other	Yearly Total
2020	\$173,950.00	\$7,107,000.00	\$4,374,000	\$11,654,950
2021	\$1,917,493.40	\$1,718,591.00	\$19,577,600.00	\$23,293,684.40
2022	\$3,241,530.00	\$1,192,55.99	\$539,000.00	\$4,973,095.99
2023	\$20,774,085.40	\$22,146,797	\$64,300	\$42,985,182
Total	\$26,187,058.40	\$32,164,954	\$24,554,900	<u>\$82,906,912.79</u>

A summary of funding received is included for information (attachment 1). This does not include yearly funding from the Starlight Casino and other miscellaneous grants.



B. Government of Canada Funding Programs

The Federal Government has numerous funding programs available to offset municipal costs. The full list of funding available by Ministry can be found at the following link: <https://www.infrastructure.gc.ca/plan/funding-finance-eng.html>. These programs are based on the changing priorities of the Federal Government.

Key ministries and funding programs include:

1. Infrastructure Canada (IC):
 - a. Active Transportation Fund
 - b. Disaster Mitigation Adaptation Fund
 - c. Homelessness Partnering Strategy
 - d. Investing in Canada Infrastructure Program (provincial & federal)
 - e. Zero Emission Transit Fund
 - f. Natural Infrastructure Fund
 - g. Green and Inclusive Communities Buildings Program
 - h. Canada Healthy Communities Initiatives
 - i. Canada Infrastructure Bank
 - j. Codes, Guides and Specifications for Climate Resilient Public Infrastructure
2. Canada Mortgage and Housing Corporation Programs:
 - a. Community Capacity and Innovation Funding Stream
 - b. Housing Accelerator Fund
 - c. Rapid Housing Initiative
 - d. Co-investment Fund
 - e. Reaching Home
3. Natural Resources Canada Programs:
 - a. Electric Vehicle and Alternative Fuel Source Infrastructure
 - b. Emerging Renewable Power Program
 - c. Energy Efficient Buildings
4. Transport Canada:
 - a. Transportation 2030: a strategic Plan for the Future
 - b. National Trade Corridors Fund
 - c. Rail Safety Improvement Program

C. Federation of Canadian Municipalities (FCM) Funding Programs

The Federal government funds FCM programs for cities across the country to shape the direction of new and innovative initiatives. Programs change based on federal priorities and numerous funding programs, resources and educational opportunities are available to local governments. Project feasibility studies are often funded by FCM Green Municipal Fund and act as a gateway to set the stage for further federal capital funding.

Current funding programs include:

- Green Municipal Fund
- Municipalities for Climate Innovation Program
- Municipal Asset Management Program
- Pilot Project: Retrofit or new construction of sustainable affordable housing

D. Provincial Funding Programs

The Province offers funding based on current priorities. Funding is comprised of provincial funding only, distributed through an arms-length organization such as BC Hydro/ UBCM or bilaterally funded (provincial and federal funds). Current funding programs include:

- Clean BC
- Municipal Affairs - various including Growing Communities Fund
- Complete Communities Fund
- BC Hydro Electrification Fund
- Active Transportation Fund
- BC Housing Affordable Housing Funding
- UBCM: Emergency Preparedness Fund – Various Streams
- UBCM Community to Community Funding for First Nations and cities

OVERVIEW AND CONTEXT FOR 2024

The upcoming year will be an opportunity to advance several key municipal projects based on the funding priorities of senior levels of government. The 2024 Provincial and 2025 Federal elections may be an opportunity to advance priorities ahead of key announcement by each government.

As is usual practice, the city and its partners submit projects on an ongoing basis to senior levels of government for funding consideration. The following projects, valued at approximately **\$83,549,100**, are currently being evaluated by senior levels of government:

Project	Federal	Provincial	Other	Fund
Emergency Support Services		\$20,000		UBCM Community Emergency Preparedness Fund (CEPF)
Climate Adaptation for Extreme Heat - Urban Reforestation In High Risk Areas	\$446,800			Infrastructure Canada Disaster Mitigation Adaptation Fund (DMAF) Application submitted
Climate Adaptation for Extreme Heat - Urban Reforestation In High Risk Areas		\$1,005,300		UBCM CEPF –DRR-CA

Road Improvement Agreement			\$13,000	Insurance Corporation of British Columbia (ICBC)
Pavement Rehabilitation Funding Allocation			\$550,000	TransLink
2023 UBCM AM Planning Grant Program- 2024 Pavement Condition Assessment		\$25,000		Union Of Municipalities (UBCM)
BC Active Transportation Network Plan and Infrastructure Accessibility Upgrades NWPD		\$500,000		Ministry of Transportation and Infrastructure (MoTI)
			\$9,000	The Social Planning and Research Council of B.C. (SPARC)
Housing Accelerator Fund	\$10,000,000			CMHC Housing Accelerator Fund
Supportive Housing Project	\$3,000,000	\$8,000,000		BC Housing Supportive Housing Fund
				CMHC Co-investment Funding
Nightly Shelter (estimate)		15,000,000		BC Housing
Affordable Housing Project	\$16,800,000	\$25,200,000		BC Housing Community Housing Fund
				CMHC Co-investment Funding
TOTALS	Federal \$33,246,800	Provincial \$49,730,300	Other \$572,000	Total <u>\$83,549,100</u>

Other possible projects anticipated to be submitted for funding in 2024 include:

1. Sapperton District Energy Phase 1: \$15 M
2. Active Transportation Strategic Plan build out (Federal) \$1 M
3. Massey Theatre – Energy Audit, accessibility and capital
4. Various Affordable Housing Projects (including federal matching funding)
5. Electrical Grid Expansion
6. Disaster Mitigation projects - various

As with any submission to senior levels of government, there is no guarantee the city will be successful. Timing of city projects must align with calls for submission from senior governments. Municipal projects must be funding ready (all prerequisites completed including feasibility and suitable design completed) ahead of funding announcements and the city must be willing to wait for government contracts to be signed prior to project spending. The city will continue to work with senior governments.

ALIGNMENT WITH THE STRATEGIC PLAN

All projects align with Council's strategic priorities.



FINANCIAL IMPLICATIONS

With the number of funding grants coming to the city (and its partners), there is a need to capture applications, plans and government contracts in one centralized location so our financial and contractual agreements have fulsome oversight and continue to be met. It is essential that project funding received is maximized and the full amount granted by senior governments is spent by the city. A centralized and accessible location also creates organizational history and knowledge regarding the many interfaces between senior levels of government and various funding programs. In order to meet the increased administrative demand, Intergovernmental Relations has established a streamlined, online system accessible to all departments to coordinate all funding programs through a software program called Grant Hub. Costs for this program are from within existing city budgets.

Through the budget process, Intergovernmental Relations is requesting a full time Intergovernmental Relations Assistant. Current support for this area is provided by auxiliary staff and a budget transfer is being proposed to help offset the cost. The net impact after the budget transfer is approximately \$55K. Based on the return on investment through grant funding and the often confidential and competitive nature of the submissions, it is recommended this position be regular full time.

Project	Federal Funding Received	Provincial Funding Received	Metro Vancouver or Other	Funding Program	Date
NW Museum and Archives	\$91,450			Federal Covid 19 Emergency Fund	2020
Sapperton District Energy System – Financial Modeling	\$82,500			Federation of Canadian Municipalities – Green Municipal Fund	2020
68 Sixth Street Supportive Housing Project		\$7,000,000		Supportive Housing Fund (\$7M)	2020
Aquatic Centre NWACH – Electricity Study		\$15,000		BC Hydro Clean BC Province of BC	2020
NW Police Department: SIU special victim service worker		\$70,000		Ministry of Public Safety and Solicitor General – Province of BC	2020
BC Parkway Upgrade Stewardson Way			\$3,200,000	TransLink	2020
Aquatic Centre Electrification with Clean BC			\$550,000	BC Hydro	2020
COVID-19 Utility Subsidy through decreased demand charge			\$250,000	BC Hydro	2020
Food Security			\$100,000	COVID-19 Response Funding Vancouver Foundation & Canadian Red Cross	2020
Emergency Program Evacuation Route Planning		\$22,000		UBCM Community Emergency Preparedness Fund (CEPF)	2020
WITT Allocated - MRNB Upgrade & BICCS & WITT Program			\$274,000	Translink	2020
Sub-totals:	\$173,950.00	\$7,107,000.00	\$4,374,000	\$11,654,950	2020
Queensborough Community Learning Garden (2021/2022)		\$329,000		Ministry Social Development and Poverty Reduction	2021

Urban Reforestation and Enhancing	\$1,396,990.40	\$349,248		Infrastructure Canada/ Municipal Affairs BC Investing in Canada – Covid-19 Resilience	2021
Sapperton DES - Electrification with Clean BC			\$500,000.00	BC Hydro	2021
Feasibility Study - Design of Residential Heat Pump – Joint application	\$154,400			Federation of Canadian Municipalities – Green Municipal Fund	2021
Poplar Landing - Affordable Housing - Concept Plan SEED Funding	\$145,000.00			Canada Mortgage Housing Corporation (CMHC)	2021
NW Museum and Archives	\$91,451			Federal Covid 19 Emergency Fund	2021
Riverside Adventure Park	\$209,652			PacifiCan Community Revitalization Fund (CCRF)	2021
Flood Mitigation Update Study		\$150,000		UBCM Community Emergency Preparedness Fund (CEPF)	2021
WITT Allocated - 2021 MRNB Upgrade & BICCS & WITT Program -8 th St.			\$97,000	Translink	2021
Bus Speed and Reliability Program - Transit Priority Program Development			\$49,600	Translink	2021
Sapperton DES - Support for Heat Exchanger infrastructure			\$18,000,000	Metro Vancouver Board Approved	2021
COVID Recovery Management of various activities and projects as outlined in RTC 80-2021		\$390,343		Union of BC Municipalities (UBCM)	2021
Agnes Greenway Active Transportation		\$500,000		Minister of Transportation and Infrastructure (MoTI)	2021
MRNB Allocated - Stewardson Way Intersections			\$318,000	Translink	2021
BICCS Allocated - Moody Park MUP & 9th Street Bikeway			\$261,000	Translink	2021

BICCS Allocated - Grimston Park MUP			\$15,000	Translink	2021
MRNB Allocated - Boyd Street Multi-Use Path			\$337,000	Translink	2021
Sub-totals:	\$1,997,493.40	\$1,718,591.00	\$19,577,600.00	\$23,293,684.40	2021
Riverfront Tugger – Community Gathering and Play Space	\$305,480			Government of BC: Community Economic Recovery Infrastructure Program (CERIP)	2022
Celebration and Commemoration Reopening Fund	\$126,000			Federal Canadian Heritage	2022
City-wide Quick Build All Ages and Abilities Active Transportation Network Plan	\$50,000			Infrastructure Canada – Active Transportation Fund (ATF)	2022
Improving Cycling and Green Infrastructure at Tipperary Park/City Hall	\$243,750			PacifiCan Community Revitalization Fund (CCRF)	2022
BSCF Program to Serve At-Risk Youth Anti-Gang	\$1,736,800			Public Safety Canada Building Safer Communities Funding	2022
Celebrate Canada – Events	\$17,000			Celebrate Canada	2022
Peer Assisted Care Team		\$345,000			2022
Family Place Donation 2023 to 2026			\$195,000	Community Donation	2022
Family Day Grant			\$7,000	British Columbia Recreation and Parks Association (BCRPA)	2022
CPRA Youth Grant			\$14,000	Canadian Parks & Recreation Association (CPRA)	2022
School Age Care Program 920 Ewen Avenue		\$47,565.99		Province of BC	2022
RSIP - Grade Crossing Improvement - Quayside Dr & Begbie St	\$262,500			Transport Canada	2022

RSIP - Braid MUP - Phase 1 - Grade Crossing Improvement	\$500,000			Transport Canada	2022
Queensborough Dike Shoreline Protection Rehabilitation (2023)		\$800,000		UBCM Community Emergency Preparedness Fund (CEPF)	2022
McBride Blvd at Sangster PI Pedestrian Crossing			\$164,000	Translink	2022
Central Valley Greenway Upgrade (Hume Park to Brunette-Fraser Greenway)			\$159,000	Translink	2022
Sub-Totals:	\$3,241,530.00	\$1,192,565.99	\$539,000.00	\$4,973,095.99	2022
West End Sewer Separation Project (2023)	\$5,705,595	\$4,754,187		Infrastructure Canada Investing in Canada Program – Green Infrastructure	2023
Peer Assisted Care Team 2023/2024		\$1,200,000		Ministry of Mental Health and Addictions Province of BC	2023
Situation Tables - Collaborative Public Safety Programs		\$50,000		Ministry of Public Safety Province of BC	2023
Road Improvement - Various Locations (25 Speed Humps)			\$11,000	Insurance Corporation of British Columbia (ICBC)	2023
Road Improvement - Pedestrian Safety Improvements			\$28,300	Insurance Corporation of British Columbia (ICBC)	2023
Road Safety - Various Locations (14 Schools)			\$25,000	Insurance Corporation of British Columbia (ICBC)	2023
RSIP - Grade Crossing Improvements - Braid MUP / BFRG and Intelligent Train Warning System	\$2,068,490.40			Transport Canada	2023
BC Growing Communities Fund		\$15,800,000		Province of BC	2023
Community Works Fund		\$292,610		Union of BC Municipalities	2023



68 Sixth Street Supportive Housing Project	\$13,000,000			(UBCM) CMHC Rapid Housing Initiative	2023
Plan H program		\$5,000		Ministry of Health (MoH); BC Healthy Communities (BCHC)	2023
2023 Next Generation 911 Funding		\$45,000		Union of BC Municipalities (UBCM)	2023
Sub-Totals:	\$20,774,085.40	\$22,146,797	\$64,300	\$42,985,182	2023
TOTALS	Federal \$26,107,058.80	Provincial \$32,164,954	Other \$24,554,900	Total \$82,906,912.79	

Memorandum

To: Lisa Spitale,
Chief Administrative Officer

Date: November 20, 2023

From: Jacqueline Dairon
Acting CFO/Director of Finance

File:

Subject: Maximize Revenue Opportunities to Alleviate Financial Pressures in the Budget

PURPOSE

The purpose of this memo is to provide Council with a comprehensive overview of revenue projections for the 2024 budget process. This memo provides a review of current revenue and projected revenue increases in various key areas, along with associated risks. It is essential to ensure a clear understanding of our budget planning and potential challenges, particularly when funding permanent increases with revenue sources that may exhibit instability.

BACKGROUND

As the City embarks on the upcoming budget process, staff are actively engaged in a review of potential revenue sources. This strategic evaluation aims to identify opportunities that can effectively offset any proposed increases in property taxes. The commitment to fiscal responsibility and sustainable financial management underscores the City's proactive approach, ensuring that the budget aligns with the community's needs while minimizing the impact on property taxes.

OVERVIEW AND CONTEXT

Təməsewtx^w Aquatic and Community Centre

The most anticipated event of the upcoming fiscal year is the grand opening of the new pool and community centre, scheduled to be fully operational by June 2024. This exciting addition to our community is expected to have a significant positive impact on our revenue stream, with an estimated additional \$1M annually in revenue.

The grand opening in June signifies a transformative moment for our community, offering new opportunities and benefits as the doors open to the public for both our

residents and the City. The pool and community centre are designed to cater to a wide range of interests and demographics, offering programs, amenities and services that will undoubtedly draw a broad audience.

For the 2024 budget projections, Finance has prorated the revenue increase over the expected opening in June. Notwithstanding, it is essential to recognize that the impact of this new facility may extend beyond the first fiscal year. Over the next 12-18 months, staff will closely analyze the revenue projection for this new facility to capture the full potential and benefits it will bring to our community. In the following months and years, staff will keep Council and the community updated on the progress and the evolving opportunities that this facility will bring.

Development Permit and Planning Revenue

Recent averages in development permit and planning revenue have provided a strong foundation for our projections. Over the past several years, our community has experienced a steady increase in development activity, with a consistent increase in permit applications. The average annual revenue from these sources has been on an upward trajectory, reaching \$8.0 M in 2022.

Moreover, as we look to the future, the outlook is promising. Anticipated development projections for the upcoming year indicate a robust pipeline of planned projects that align with our community's growth and development goals.

Considering these recent averages and anticipated development projections, staff has estimated an additional \$1.2M in revenue for the 2024 budget. This estimation takes into account not only the historical performance but also the foreseeable increase in permit being pulled and planning activities, driven by a positive economic climate and our community's attractiveness for investment.

Notwithstanding, it is vital to emphasize the inherent risks associated with this projection. While the outlook is promising, there remains the possibility that some planned projects may not come to fruition. External factors such as economic downturns, regulatory changes, or unexpected delays in project timelines could impact the revenue stream. Staff will diligently track these developments, regularly review the revenue projections, and make necessary adjustments to ensure the fiscal health.

Engineering Analysis on Revenue Trends

An in-depth engineering analysis of our current 3 and 5-year revenue trends provides valuable insights into our revenue projection for 2024. This analysis has revealed a

potential opportunity for moderately aggressive revenue growth, with a particular focus on parking-related revenue sources.

Historical data show a consistent upward trend in revenue from parking fees and fines over the past several years. On average, these sources have contributed \$4M annually to the budget.

With the continued development and expansion of our community, the demand for parking facilities and services is expected to remain strong. Therefore, it is reasonable to anticipate the leveraging of this trend to enhance the revenue base.

Based on the analysis, staff is optimistic about the potential for an increase of \$700,000 in revenue for 2024. Notably, approximately 85% of this increase is expected to come from parking fees and fines, aligning with historical trends and the expected demand in our community. The remaining additional revenue is expected through additional permits and other fees.

Notwithstanding, it is crucial to consider the inherent budget risks associated with this projection. Revenue from parking-related sources can be sensitive to various factors, including changes in local regulations, shifts in transportation preferences, or economic fluctuations. While historical data and current trends are promising, it is necessary to remain flexible and adjust revenue expectations if unexpected events impact this revenue source.

Interest Revenue

Historically, between 2018 and 2021, the average investment revenue was approximately \$4.0M annually. Since June 1, 2022, interest rate has increased by a total of 4%. Through adopting a more proactive investment strategy, investment revenue has almost doubled from the annual average of \$4.0M to \$7.4M in 2022. This positive shift prompted staff to conservatively increase allocation of investment revenue to fund on-going operations by \$1.7M annually starting 2023.

For Budget 2024, Finance conducted a comprehensive analysis of current/forecasted interest rates and cash flow projections. This analysis has led staff to conservatively estimate a further increase to the allocation of investment revenue to fund operations by an additional \$1.0M. The intent is to utilize these funds to offset 2024 property tax increases for our residents and businesses, thus offering them some financial relief.

Notwithstanding, it is essential to recognize the inherent budget risk associated with this model. While Finance is confident in the increased investment revenue for the next 12 months, mainly through locking in GICs, there remains a high level of uncertainty tied to



NEW WESTMINSTER

the volatility of the financial market going forward. The budget risk faced is increasing funding to the operating budget with investment revenue that may not be sustained over the long term. While offsetting current year budget increases with investment revenue will reduce current year property tax increases, it may only delay the increases if the investment revenue proves to only be temporary.

Anvil Centre Revenue Projections

A thorough analysis of the previous 3 and 5 year revenue and expectation for 2024 revealed the opportunity to be more aggressive with revenue projections.

The projections estimate an increase of \$290K in Audio Visual Revenue, emphasizing the growing significance of technology in delivering high-quality events and presentations. Additionally, there is an increase of \$70K in Equipment and Furnishing Rentals, reflecting a surge in demand for these services within our conference and event spaces. Also, there were some changes and reallocation within other revenue account resulting in an estimated increase of \$345K. It is important to recognize that these projections may evolve as the public engagement process regarding Anvil Centre unfolds.

Anvil Centre remains committed to adaptability and responsiveness to the changing needs of our community. City staff will maintain vigilant monitoring of revenue projections and keep council informed through regular quarterly reporting.

CONCLUSION

In conclusion, the 2024 revenue projections offer promising prospects for fiscal growth across various streams. From development permits to engineering analysis and interest revenue, our strategic approach aims to balance financial health with community needs. Acknowledging and managing inherent risks remains paramount. As we enter 2024 budget deliberations, a flexible approach will guide us in navigating challenges and ensuring sustained financial well-being for the City.

REPORT

Office of the Chief Administrative Officer

To: Mayor Johnstone and Members of Council in Budget Workshop
Date: December 4, 2023

From: Lisa Spitale
Chief Administrative Officer
File: 2406469

On Behalf of the Senior Management Team (SMT)

Subject: 2024 Budget – Additional Information Stemming from Council’s Questions at the November 20th Budget Workshop

RECOMMENDATION

THAT Council receives the analyses from the accompanying memos as part of the 2024 Budget deliberation process.

PURPOSE

The purpose of this report is to provide Council with eight memos from departments that evaluate impacts to each respective initiative if funding levels are reduced.

BACKGROUND

At the November 20th Budget Workshop, departments provided Council with resource requirements to implement various priority initiatives. At that meeting, Council asked that staff provide a subsequent analysis that shows the impacts to the service delivery model if requested funding levels are reduced.

There are eight memos provided to Council; they are:

1. Preparing for the Opening of the new təməsewtx^w Aquatic and Community Centre – Analysis if Funding were Reduced

2. A Housing Division to Expedite Housing Permits and Units – Analysis of Reduced Funding Implications
3. Addressing the Three Crises with a Crises Response Team Pilot Project – Analysis if Funding were Reduced
4. Integrating Climate Action and the Electrical Utility to Accelerate Implementation – Analysis of Reduced Funding Implications
5. Creating Synergies and Community Partnerships with a new Community Services Department – Analysis if Funding were Reduced
6. Being Prepared for Extreme Weather Events by Strengthening the Emergency Management Office – Analysis if Funding were Reduced
7. Advancing the City's Commitment to Reconciliation, DEIAR, Public Engagement and Organizational Effectiveness – Analysis if Funding were Reduced (On Table)
8. Aggressively Pursuing Senior Government Grant Funding Opportunities to Resource the Implementation of the Strategic Plan – Impacts if Funding were Reduced

INTERDEPARTMENTAL LIAISON

All City Departments participate and contribute to the 2024 Budget process.

OPTIONS

There are two options for the report:

Option 1 – THAT Council receives the analyses from the accompanying memos as part of the 2024 Budget deliberation process.

Option 2 - THAT Council provide staff with alternate direction.

Option 1 is recommended.

This covering report was written by:

Lisa Spitale, Chief Administrative Officer

ATTACHMENT

Attachment A – Eight Departmental Memos

Memorandum

To: Lisa Spitale,
Chief Administrative Officer

Date: December 4, 2023

From: Dean Gibson,
Director of Parks and Recreation

File:

Subject: Budget 2024: Preparing for the Opening of the new təməsewtxʷ Aquatic and Community Centre– Analysis if funding were reduced

PURPOSE

The purpose of this memo is to answer Council's question regarding the impacts to the təməsewtxʷ Aquatic and Community Centre if incremental budget enhancement funding levels were reduced.

BACKGROUND

Included as Appendix "B" this memo is the November 20, 2023 department memo which provided an overview of the historical context, public engagement outcomes and ensuing project vision that ultimately guided the development of the City's new aquatic and community centre and resulting programming and operating model. At the November 20 Budget Workshop, Council asked that staff provide an analysis of the impacts to the service delivery model if full funding were not approved.

EXECUTIVE SUMMARY

To analyze the impacts to the service delivery model for the təməsewtxʷ Aquatic and Community Centre (TACC), four funding scenarios have been developed. The first scenario is the model recommended by City Staff and is considered 100% proposed enhancement funding – and acts as the baseline. The remaining three scenarios are derived from Scenario 1 by reducing hours of operation (in increments of 25%) and illustrate the resultant budget, levels of service, and public access impacts.

Depending on the degree to which the proposed service enhancements may be reduced, one or a combination of the following will result:

- Reduction of total public operating hours
- Negative impacts to asset maintenance
- Reduction in service delivery – community programs, facility rentals, customer support services, preventative maintenance and janitorial services.

- Facility access reductions – intermittent closures of rooms, gyms, fitness centre and pools
- Reputational risk

The new TACC operating model incorporates operating budgets and permanent staff positions from the former Canada Games Pool (CGP) and Centennial Community Centre (CCC) supplemented by proposed additional resources in order to support expanded sustainability targets, building operations, grounds maintenance, and community programs and services.

When modelling the effects of service reduction implications, not all revenue and expense line items are affected proportionately when services are reduced. Incremental revenues and variable expenditures (auxiliary salaries and supplies and materials for programs and services) are affected proportionately to the service reduction percentage. However, incremental fixed costs associated with office supplies, permanent regular salaries (including benefits and training), subcontracts, scheduled maintenance and janitorial supplies are not affected proportionally by service reductions as all of these line items are seen as imperative to keep the building operational day after day regardless of the total weekly operating hours. Incremental fixed costs associated to pool chemicals, electricity, solid waste, water and sewer decreases to a maximum reduction of 50% as all of these items are required to keep the facility open even with limited hours of operation.

Scenario Analysis

	Scenario 1	Scenario 2	Scenario 3	Scenario 4
Percentage	100%	75%	50%	25%
Weekly Hours	109.0	81.5	54.5	27.3
Revenues	\$0.49M	\$0.37M	\$0.25M	\$0.12M
Expenses	\$1.50M	\$1.27M	\$1.04M	\$0.94M
Net Subsidy	\$1.01M	\$0.90M	\$0.79M	\$0.81M
Cumulative Savings	-	\$0.11M	\$0.22M	\$0.20M

A detailed breakdown of each scenario across various expenditure line items is included at Appendix “A” to this memo.

Scenario 1 – 100% Operating Hours (Net operating subsidy \$1M)

- Total weekly public operating hours: 109. Net operating subsidy: \$1M
- This base case service delivery model is outlined in the attached November 20, 2023 memo (Appendix “B”), wherein Parks and Recreation staff have already value engineered a number of service enhancement requests and phased in a number of positions over the course of the first operating year.

- This service delivery model recognizes that given the size and the projected scope of service provision envisioned for this facility (as developed through comprehensive community consultation processes early in the project development phases), scenario 1 is the minimum requirement to maintain suggested hours of operation for all areas of the facility (i.e. – Monday to Friday 5:30am to 10:00pm, Saturday 8:00am to 8:30pm and Sunday 8:00am to 10:00pm). These service hours are similar to that of the former Canada Games Pool operating hours which has set the benchmark for public expectations around levels of service in the new facility.
- This service delivery model includes enhancements requested from Engineering and Parks Operations as a direct result of the scope and size of the natural landscape and site operations requirements.
- This service delivery model accounts for projections of increased electrical and utility provisions to fully operate the facility.
- This service delivery model accounts for an expansion of programs and services for all functional areas (early years, preschool, children, youth, adult and seniors).
- This service delivery model activates all spaces of the facility at all times – gymnasiums, multi-purpose spaces, natatoriums, fitness centre and fitness studios.
- This service delivery model accounts for projected incremental revenues associated with a fully operational facility (open 109 hours per week)

Scenario 2 – 75% Operating Hours (Net operating subsidy \$.90M)

- Total weekly public operating hours: 81.5. Net operating subsidy \$.90M. Cumulative net savings over scenario 1: \$0.11M.
- This service delivery model includes a reduction of 25% of suggested operating hours, community programs and services.
- With 75% funding, the facility would be open with a full scope of services with a balance of prime and non-prime hours. A reduction of public operating hours from 109 hours to 81.5 hours per week might look like: Monday to Friday 8:00am to 8:00pm, Saturday 8:00am to 8:00pm and Sunday 10:00am to 7:30pm.
- This service delivery model has an impact on the ability to provide access to the facility during the early morning hours before school and work impacting access for the community swim club, the fitness centre and regular length swimming users in the morning hours. It would also limit access to the facility services during evenings and weekends – directly affecting youth and family access to services.
- This service delivery model will limit evening league play or rentals for sports including volleyball, badminton, pickleball and others.
- This model will reduce expenditures related to auxiliary salaries and facility supplies and materials.
- Incremental savings for regular salaries, utilities, scheduled maintenance and pool chemicals are not significant relative to savings from reductions to auxiliary salaries.

- In this model, the facility maintenance is still required. The lights will still be on, the pool will still be heated and treated, and the natural areas will continue to need to be maintained and serviced.
- This model will create a reduction in expected revenues as service hours are reduced.
- A 75% reduction in service hours will produce an estimated net savings of \$111K over the base case scenario 1.

Scenario 3 – 50% Operating Hours (Net operating subsidy \$0.79M)

- Total weekly public operating hours: 54.5. Net operating subsidy: \$0.79M. Cumulative net savings over scenario 1: \$0.22M.
- This service delivery model includes a reduction of 50% of recommended weekly operating hours, community programs and service delivery.
- With 50% funding, the facility would be open with a full scope of services with a balance of prime and non-prime hours. A reduction of public operating hours to 54.5 hours per week might look like: Monday to Friday 9:00am to 6:30pm, Saturday 10:00am to 5:00pm and Sunday closed.
- This service delivery model has an impact on the ability to provide access to the facility during the early morning hours before school and work impacting access for the community swim club, the fitness centre and regular length swimming users in the morning hours.
- This service delivery model will greatly reduce the community's access to swim lessons, community recreation programs, and leisure swimming opportunities for families on evenings and weekends.
- This service delivery model will reduce access to the fitness centre, gymnasiums and group fitness classes on evenings and weekends – directly affecting youth and regular drop-in sport and fitness centre users.
- This service delivery model will not support evening league play or rentals for sports including volleyball, badminton, pickleball and others.
- This model will reduce expenditures related to auxiliary salaries and facility supplies and materials
- Incremental savings for regular salaries, utilities, scheduled maintenance and pool chemicals are not significant relative to savings from reductions to auxiliary salaries.
- In this model, the facility maintenance is still required. The lights will still be on, the pool will still be heated and treated and the natural areas will continue to need to be maintained and serviced.
- This model will create a reduction in expected revenues as service hours are reduced.
- A 50% reduction in service hours will produce an estimated incremental net savings of \$222K over the base scenario 1.

Scenario 4 – 25% Operating Hours (Net operating subsidy \$.81M)

- Total weekly public operating hours: 27.3. Net operating subsidy: \$.81M. Cumulative net savings over scenario 1: \$0.20M.
- This service delivery model includes a reduction of 75% of suggested operating hours, community programs and service delivery.
- This service delivery model creates an increase in net operating subsidy from the 50% scenario 3 model as fixed costs remain the same as that model yet revenues decrease.
- With 25% funding, the facility would be open with a full scope of services with a balance of prime and non-prime hours. A reduction of public operating hours from 109 hours per week to 27.25 hours a week might look like: Monday/Wednesday/Friday 9:00am to 5:00pm, Saturday 11:00am to 2:30pm and Sunday closed.
- This service delivery model does not support public swimming lessons, community recreation programs and leisure swimming opportunities for families on alternate weekdays, evenings and Sunday's.
- This service delivery model does not support access to the fitness centre, gymnasiums and group fitness classes on alternate weekdays, evenings and Sunday's – directly affecting youth and regular drop-in sport and fitness centre users.
- This service delivery model will not support evening league play or rentals for sports including volleyball, badminton, pickleball and others.
- This model will reduce expenditures related to auxiliary salaries and facility supplies and materials.
- Incremental savings for regular salaries, utilities, scheduled maintenance and pool chemicals are not significant relative to savings from reductions to auxiliary salaries.
- In this model, the facility is still required to be maintained. The lights will still be on, the pool will still be heated and treated and the natural areas will continue to need to be maintained and serviced.
- This service delivery model creates an inverse impact to incremental savings. While reducing service delivery and revenue projections greatly, the expenditures to keep the lights and heat on and maintain the asset of the facility stay the same.
- A 75% reduction in service hours will produce an estimated incremental savings of \$200K.

Appendix A

TACC Operating Budget Enhancement Analysis – Reduction in Weekly Operating Hours Scenarios

	Scenario 1	Scenario 2	Scenario 3	Scenario 4	NOTES
Percentage	100%	75%	50%	25%	
Weekly Hours	109.0	81.5	54.5	27.3	
REVENUES					
Incremental Revenues	(493,100)	(369,825)	(246,550)	(123,275)	
TOTAL REVENUES	(493,100)	(369,825)	(246,550)	(123,275)	
EXPENDITURES					
Variable Costs					
Supplies and Materials	83,996	62,997	41,998	20,999	
Salaries, Benefits and Training	325,006	243,755	162,503	81,252	
	409,002	306,752	204,501	102,251	
Fixed Costs					
Supplies and Materials	1,665	1,665	1,665	1,665	
Salaries, Benefits and Training	375,529	375,529	375,529	375,529	
Subcontracts	50,200	50,200	50,200	50,200	
Scheduled Maintenance	127,724	127,724	127,724	127,724	
Janitorial Supplies	13,561	13,561	13,561	13,561	
Pool Chemicals	30,000	22,500	15,000	15,000	NOTE 1
Electricity	388,536	291,402	194,268	194,268	NOTE 1
Water and Sewer	95,759	71,819	47,880	47,880	NOTE 1
Solid Water	14,442	10,832	7,221	7,221	NOTE 1
	1,097,416	965,232	833,048	833,048	
TOTAL EXPENDITURES	1,506,418	1,271,983	1,037,549	935,298	
NET OPERATING SUBSIDY	1,013,318	902,158	790,999	812,023	
CUMULATIVE SAVING	-	111,160	222,320	201,295	
NOTES					
NOTE 1: At minimum fixed cost held at 50% operations					

Appendix B

Memorandum

To: Lisa Spitale,
Chief Administrative Officer

Date: November 20, 2023

From: Dean Gibson
Director of Parks and Recreation

File:

Subject: 2024 Budget – Preparing for the Opening of the new təməsewtx^w Aquatic and Community Centre

PURPOSE

The purpose of this memo is to provide an overview of the historical context of the development of the City's new aquatic and community centre, and to introduce the resulting programming and operating model now that the facility is near to opening.

BACKGROUND

After over two years and thousands of community conversations, many formal public engagement sessions, followed by detailed planning and design, the City broke ground in the spring of 2021 for the new community recreation center that would be named the təməsewtx^w Aquatic and Community Centre (TACC). Envisioned by the community as a place that is inclusive, accessible, and welcoming; where the community comes together to connect; where diversity is celebrated and all people can belong; barriers to access and participation are reduced; sustainability principles are practically applied; and a source of community pride; the təməsewtx^w Aquatic and Community Centre represents the largest single investment in community infrastructure in the history of the City at \$114.6 million.

Through the community engagement process, the Aquatic and Community Centre was designed to include increased fitness and wellness space, licensed childcare space, several multipurpose and studio spaces, gymnasiums, leisure pool, 50m lap pool, and many amenities and features to provide an accessible, inclusive, efficient and 'green' facility for the residents of New Westminster.

The təməsewtx^w Aquatic and Community Centre is scheduled to open in late spring of 2024 and will provide aquatic and recreation services replacing and expanding upon the services and programming provided to the community through the former Canada

Games Pool (CGP) and Centennial Community Centre (CCC), to more effectively support the needs of the diverse and growing community.

OVERVIEW AND CONTEXT

Facility Amenities

TACC facility amenity space is over 50% larger than the combined square footage of the former CGP and CCC. The addition of a community living room, meeting space, studio, gymnasium and lease space are additional to the previous facilities' offerings. TACC amenities include:

- A 37 space licensed childcare facility
- 2 gymnasiums (1 large and 1 small)
- Up to 10 multi-purpose program spaces (rooms may be divided for individual purposes or combined for larger programs/events)
- Community living room
- Community meeting space
- 1 leisure pool featuring three 25m lanes, a lazy river, spray toys and a tot zone, adult hot pool, family hot pool, accessible gendered and universal change rooms, steam room and sauna
- 1 lap pool featuring eight 50m lanes, two bulkheads, a moveable floor, 1m springboard, 3m springboard and 5m platform
- Over 12,000 square feet of fitness centre over 2 floors including accessible weight room equipment, stretching and functional training areas
- Cycle studio for up to 30 bikes
- Up to 3 specialty fitness studios for group fitness and wellness classes (some rooms may be divided for individual purposes or combined for larger programs/events)
- Active rehabilitation lease space
- Retail food services space

Exterior Amenities

TACC features expansive exterior open space, outdoor play spaces, public art, natural environment enhancements and on-site contributions towards the City's urban forest, as well as prioritized pedestrian routes, enhancement to the adjacent Rotary Crosstown Greenway, bike racks, covered outdoor spaces, all of which promote opportunities for connecting, relaxing and active play.

Operating Model

Core TACC operations revolve around recreation programming (i.e. registered program and lessons), drop-in services (aquatics, fitness, sport), and rental of facility spaces for organized and informal community uses. It is expected that all facility spaces will be

programmed or available for rental during all operational times with the busiest activation times during evenings and weekends.

The projected hours of operation for TACC are modelled after the historical operating schedules of CGP and CCC as follows:

Monday to Friday	5:30 a.m. to 10:00 p.m.
Saturday	8:00 a.m. to 8:30 p.m.
Sunday	8:00 a.m. to 10:00 p.m.

Customer service and administrative support staff schedules will be adapted to support the demand for increased visits resulting from various functional program participants, drop-in users and facility rentals. Early estimates suggest up to 3,000 visitors a day will visit the facility.

Given the size of TACC and the expected extent of facility usage, building and pool operations staff will be needed twenty four hours a day, seven days a week to ensure a safe and clean environment while also maintaining the asset itself through a rigorous preventative maintenance and asset management program. Daily and preventative maintenance requirements of TACC are expected to be double that of the combined previous facilities. Additional pool service workers will be needed to manage and maintain multiple bodies of water, deck spaces, and new state of the art sustainable mechanical and pool-water filtration systems. The design of two separate natatoriums to create energy efficiencies, air quality improvements and programming improvements adds to aquatic, facility and program staff demands. Sufficient building operation staff levels are essential to safely and efficiently set up and take down equipment for daily programs and rentals, maintain a consistent standard of cleanliness for public washrooms, change rooms and multi-purpose spaces, and carry out preventive maintenance work on the facility.

Levels of Service

TACC will be the first City recreation facility that will encompass programs and services from almost all functional areas provided by the Parks and Recreation Department (arena services excluded). This multi-generational, multi-purpose facility will be host to aquatic, fitness and community recreation programs and services. In addition, residents will experience after-school youth programming, seniors programming, drop-in sport programming, league programming and, over time, additional gymnastics programming. This city-wide programming approach will provide increased access to, and more equitable service delivery across all functional areas for all residents.

The addition of new service areas to the complement of programs traditionally offered at CGP and CCC requires additional program support staff to plan and implement these services. Requests for additional staff, both regular and auxiliary, will support the

expansion of youth and seniors' programming citywide, inclusive of new opportunities available within TACC.

Strategy for Transitioning

Staff have worked with the project management team to develop a phased approach to opening TACC in 2024. Public access to the facility will commence in late April 2024 and will feature fitness, community recreation and drop-in sport programs. Aquatic programs and services such as lap and leisure swimming, aquatic fitness and lifeguard development courses will gradually come on-line in May 2024. Swimming lesson and enhanced functional programs servicing youth and seniors will ensue the weeks following the grand opening of TACC on June 1, 2024. Facility rentals will commence in June 2024.

Plans to phase-in staff positions during different quarters of the year will allow the budgetary impact to be moderated over two annual operating budget cycles. Where practical to do so, staffing needs in many service areas will be supported through auxiliary staff as we grow into the facility and operations. This approach enables staffing models and requirements to be piloted for effectiveness and efficiency prior to committing to a long term, more permanent structure.

Building operations staff will be recruited and hired in the first quarter of 2024 in order to facilitate training in the new mechanical, technical and chemical operations systems during the commissioning process. Customer Service and administrative support staff will be recruited and onboarded in March to activate and set up the operations of the front desk and recreation management software systems.

Community Recreation and Fitness staff do not require extra resources to start programming in TACC. An approach to maintain program offerings from CCC to TACC has been developed to manage budget implications in 2024. As community demand for services increases, programs will be expanded and added under a direct-cost recovery approach. As this portfolio expands past the current supervisory capacity, service enhancements for additional supervisory support will be brought forward in future years. Auxiliary staff will be activated as of April 2024.

Aquatic staff recruitment and onboarding will commence in April of 2024. The recruitment process is expected to be ongoing for the balance of the year. Auxiliary staffing levels will increase as service delivery demands grow. Auxiliary staffing is to be phased in between April and the TACC grand opening.

Youth Services and Seniors Services assistant program coordinator staff and auxiliary program staff will be recruited and onboarded for June of 2024.

Supplemental grounds maintenance staff will be recruited and hired after the second quarter to maintain the natural areas and open spaces surrounding the site.

ALIGNMENT WITH THE STRATEGIC PLAN

Establishing the new tēmāsewtx^w Aquatic and Community Centre aligns with multiple strategic priorities of the City, all aimed at supporting and enhancing a high quality of life for all New Westminster residents in a socially conscious, sustainable and environmentally responsible fashion.

Community Belonging and Connecting

TACC provides a community space for residents to gather and connect. TACC was designed with a grand community living room (lobby) that invites visitors to stay awhile. Communal tables, multiple sitting areas and seating for all ages and abilities are scattered throughout the lobby. TACC was designed to be a hub for the community, it will serve all demographics in different functional areas. Participants may come for a swim, a music lesson, preschool, childcare, art class, dance class or a senior social. All generations and functions come together under one roof, highlighting the benefits of recreation and social connectedness. By creating a space where all can connect and recreate both indoors and outdoors, the community benefits through enhanced mental, physical and social wellbeing.

TACC will provide important resources to the community through the licensed lease space for childcare. The licensed lease space will provide all-day care for 37 children and will help to facilitate connections between households that share common early-years family interests.

The additional lease space for active rehabilitation will provide opportunity for private enterprise to offer core rehabilitation services within the facility, connecting community to health care and health care customers to the recreation-based services within the facility.

Asset Management and Infrastructure

Under the direction of the existing Facility Operations Coordinator, the facility operations team, along with staff from Civic Buildings and Properties (CBP) will utilize TACC as a pilot for uploading new data and utilizing gathered data to drive decision making in regards to preventative maintenance and capital planning. The facility operations supervisory team (both TACC and CBP) will be invested in reporting data, scheduling timely replacement of mechanical components and scheduling of preventative maintenance on asset infrastructure to ensure the building delivers the level of service

expected by Council and the public. This approach will support long term financial planning and operations resilience.

7 Bold Steps for Climate Action

TACC is a celebration of all seven of the City's Bold Steps for Climate Action:

- 1) Carbon Free Corporation - TACC design and construction will achieve LEED Gold and Zero Carbon Building Standard certification resulting in a 90% reduction of GHG emissions compared to the previous buildings of CCC and CGP.
- 2) Car Light Community - All modes of travel (i.e. transit, cyclists, pedestrians and motorists) were considered, to ensure the new community centre is welcoming and inclusive by incorporating connections to existing pedestrian, greenway and transit networks.
- 3) Carbon Free Homes and Buildings - TACC will be the first aquatic centre in Canada to achieve the Canada Green Building Council Zero Carbon Building standard.
- 4) Pollution Free Vehicles - Access to public EV charging stations enhances the public charging network for community members.
- 5) Carbon Free Energy - TACC was built with roof-mounted photovoltaic panels which will provide a projected electrical yield of 300MWh per year.
- 6) Robust Urban Forest - The landscape surrounding TACC recalls a portion of the Glenbrook Ravine and forest that once extended through the site. Approximately 200 new trees, a meandering water channel and ravine planting create an attractive foreground and provide ecosystem benefits such as storm water capture, carbon sequestration, reduced heat island effect and enhanced biodiversity
- 7) Quality People-Centred Public Realm - Community health was considered through TACC's innovative aquatic center filtration system (first of its kind in North America) which will increase aquatic indoor air and water quality, while reducing chemical supplementation for sanitization. The landscape design also includes community amenities such as seating areas, drinking fountains, lighting, bike parking, open lawn area, and play equipment.

Indigenous People and Reconciliation

Urban Indigenous engagement was initiated early in the planning process to create a series of steps City staff should take in creating an inclusive and welcoming space in TACC for Indigenous peoples. Work has continued from these suggestions including the Naming Advisory Panel, building design, public art, landscape design and program planning.

Accessibility and Inclusion

TACC was designed to follow the Rick Hansen Foundation Gold Accessibility certification which considers people of differing levels of physical mobility, as well as addresses gender and cultural sensitivities. Program staff are partnering with local immigrant and community services societies and New West Pride to create programs that welcome and support all in our community, especially the most vulnerable and marginalized. Recreation services continues to provide Financial Assistance to lower income residents, one to one support for program participation, and provides free admission to any attendants supporting those with special needs.

FINANCIAL IMPLICATIONS

The new tēmәsewtx^w Aquatic and Community Centre is over 50% larger than the former pool and community centre and as a result, requires supplemental resources to sustain both the building's operations and associated programs and services. These enhancements are needed to appropriately maintain daily and scheduled maintenance demands, to deliver an enhanced suite of citywide functional community programs and services, and to provide quality customer service and administrative support to facility patrons. Existing operational budgets for Canada Games Pool (CGP) and Centennial Community Centre (CCC) will be combined to fund the operation of TACC. Further operating budget enhancements are necessitated in order to deliver the scope of service as prioritized by the community in the project planning phases.

The replacement of natural gas with electricity as the sole energy source creates a significant improvement in the City's GHG reduction targets but does come with marked impact to the facility's operating expenses.

Additional revenues generated by TACC are accounted for through expected increases in attendance in programs and services, increased facility rentals, and new revenues attributed to lease spaces. Fees and charges, previously approved by City Council, have been adjusted to be commensurate with services in comparable community recreation facilities in the region.

The new TACC operating model incorporates operating budgets and permanent staff positions from the former CGP and CCC supplemented by additional resources in order

to support expanded sustainability targets, building operations, grounds works, and programs and services. Pro-rated incremental 2024 operating budget impacts are phased in over a two year period and are summarized below:

2024 new pro-rated expenses

Item	# FTE	Total pro-rated enhancement request
Customer service and administrative support	1	\$706K
Building Operations	4	
Engineering Ops. and CBP support staff	1	
Program Delivery	1.3	
Auxiliary Salaries to support program delivery, customer service and building operations		
Water and Sewer		\$95K
Electricity		\$525K
Program Supplies		\$38K
All other facility operating costs		\$96K
	7.3	\$1.46M

2024 new pro-rated revenues

Item	Total pro-rated revenue projections
Incremental revenue including program registrations, rentals and active pass sales	\$490K

2024 Net Operating subsidy

	\$970K
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Wherever feasible, the impact of needed additional resources is being phased in over two annual budget cycles to moderate the associated funding implications over time.

Memorandum

To: Lisa Spitale,
Chief Administrative Officer

Date: December 4, 2023

From: Jackie Teed, Director of Climate
Action, Planning and Development

File: 2407736

Subject: **Budget 2024: A Housing Division to Expedite Housing Permits and Units
– Analysis Of Reduced Funding Implications**

PURPOSE

The purpose of this memo is to answer Council's question regarding the impacts to the work to expedite housing permits and units, if funding levels were reduced.

BACKGROUND

Attached is the November 20th memo which outlines the funding request needed to achieve the Council Strategic Priority Plan focus area: Homes and Housing Options; meet legislated Housing Needs Assessment housing targets; and, implement the newly-legislated immediate and ongoing provincial requirements related to planning for, approving, and servicing housing. At the November 20th Budget Workshop, Council asked that staff provide an analysis of the impacts to the service delivery model if requested funding could not be approved.

EXECUTIVE SUMMARY

To analyze the impacts to the service delivery model for expediting housing permits and units, four funding scenarios have been developed. The first scenario is the model recommended by City staff and is considered 100% funding – and acts as the baseline. The remaining three scenarios are derived from Scenario 1 by reducing staff and resource allocations to create three alternative models.

All four scenarios build on efficiencies already realized within the department through evaluation of existing functions and vacancies against ongoing operational need and efficiency of service delivery, resulting in changes and reallocations where strategic, and operationally feasible.

Each scenario was evaluated on their impacts to these four factors:

1. Impacts to implementing provincial legislation
2. Impacts to meeting housing targets

3. Impacts to achieving other Council Strategic Priorities
4. Impacts to organizational effectiveness and resiliency

As the legislated requirements are both immediate and ongoing, primarily permanent resources are proposed, and their work is non-discretionary. This means that if enhancements are not realized, significant reallocation of existing resources is required, with resulting significant impacts to departmental workplans related to other Council Strategic Priorities, and interdepartmental initiatives such as the Crises Response (Policy and Advocacy Team). Conversely, the ability to achieve the housing-related work may also be affected by decisions on enhancements included elsewhere in the budget, particularly as relates to Engineering, Crises Response, and HR/IT.

Summary of Scenario 1: 100% Funding

- This service delivery model is outlined, and forms the request in, the November 20, 2023 Council memo.
- This service delivery model recognizes that a new Housing Division, and a range of interdepartmental resources are required in order to meet the near-term and ongoing requirements set out in the provincial legislation, meet the mandated Housing Needs Report housing unit targets, and align with Council's Strategic Priority Plan – Homes and Housing Options.
- As the legislated requirements are related to how the City plans for, approves and services housing units, resources are required across departments, including housing unit approvals, building/plumbing permits, long range housing planning, affordable/supportive/shelter housing facilitation, engineering, and HR.
- This model provides sufficient housing-related resources to enable the City to continue supporting other Council Strategic Priorities and Crises Response (Policy and Advocacy Team).

Summary of Scenario 2: ~75% Funding Target

- With ~75% funding, the City continues to be able to make necessary changes to regulations and policies arising from the provincial changes to legislation, but there is a risk of not meeting overall housing targets or realizing related grant funding.
- Core Housing Division, long range housing planning, and vulnerable population housing resources are realized.
- Some housing unit approvals resources are not realized, with potential slowdown to unit approvals.
- HR resources are not realized, which could further negatively impact the ability to achieve the work.
- This model continues to provide sufficient housing-related resources to enable the City to continue supporting other Council Strategic Priorities and Crises Response (Policy and Advocacy Team).

Summary of Scenario 3: ~50% Funding Target

- With ~50% funding, there would only be partial realization of core Housing Division and long range housing planning resources. Staff must be reallocated from Social Planning and/or Development Planning functions to enable making necessary changes to regulations and policies arising from the provincial changes to legislation.
- Fewer housing unit approvals resources are realized, and no resources are realized to facilitate affordable/supportive/shelter housing, so there would be higher risk of being unable to meet overall housing targets or realizing related grant funding.
- HR resources are not realized, which could further negatively impact the ability to achieve the work.
- This model would not realize/would reallocate resources that are also required to support other Council Strategic Priorities and Crises Response (Policy and Advocacy Team), resulting in slowdown/inability to advance this work.
- Funding for this scenario is generally in alignment with est. \$710K anticipated to be received from the Province in early 2024.

Summary of Scenario 4: ~25% Funding Target

- With ~25% funding, no core Housing Division resources would be realized. All Social Planning staff and some Development Planning staff must be reallocated to enable making necessary changes to regulations and policies arising from the provincial changes to legislation.
- There is a reduction in housing unit approvals resources from 2023, and no resources are realized to facilitate affordable/supportive/shelter housing, so the City would be unable to meet overall housing targets or realize related grant funding.
- HR resources are not realized, which could further negatively impact the ability to achieve the work.
- This model would not realize/would reallocate further resources that are also required to support other Council Strategic Priorities and Crises Response (Policy and Advocacy Team), resulting in an inability to advance any of this work.

ANALYSIS - EVALUATING THE 4 SCENARIOS

All positions represent estimated salaries, to which benefits and general operational expenses would be added. A number of these enhancements are fully offset by increases in expected fees revenue in 2024, and the City is seeking senior government funding to cover the remainder for a number of years. This includes in the order of \$710K anticipated to be received from the Province's implementation funding in early 2024. Other grants are specifically tied to housing unit approvals, so Scenario 3 (50%) and Scenario 4 (25%) would significantly impact the City's ability to realize those funds.

Following the November 20 Council memo, two additional positions were identified as required for this work, and have been added below: Master Plan Development Planner, and Paralegal, both of which are offset by funding collected through targeted fees.

<u>Scenario 1 – 100% Projected 2024 budget: \$1.685M</u>			
Housing Division			
<ul style="list-style-type: none"> • Senior Housing Planner (P2) – 1 RFT (\$105K/year) • RFT Housing Planner (P1) – 1 RFT (\$97K/year) • RFT Housing Planner (P1) – 1 RFT (\$97K/year) 			
Long Range Housing Planning			
<ul style="list-style-type: none"> • Supervisor, Land Use Planning (P3) – 1 RFT required supervisory backfill due to converting current Supervisor role to Housing Manager (\$119K/year) 			
Vulnerable Population Housing			
<ul style="list-style-type: none"> • Senior Social Planner (P2) – 1 RFT supervisory backfill due to converting current Supervisor role to Social Planning Manager (\$105K/year) 			
Housing Unit Approvals			
<ul style="list-style-type: none"> • Reclassification of City inspectors to align with BOABC requirements (\$152K/year) • Backflow Plumbing Inspector – 1 RFT converted from existing TFT (\$89K/year) • Zoning Plan Reviewer – 1 RPT converted from auxiliary (\$35K/year) • Building Clerk 3 – 1 RFT converted from auxiliary (\$61K/year) • Affordable Housing Project Manager – 1 TFT/Contract (\$142K/year) • Master Plan Development Planner (P3) – 1 TFT/Contract (\$150K/year) • Paralegal – 1 RFT to create more efficiencies in housing approvals via a staff member dedicated to the preparation/registration of legal agreements/requirements (\$96K/year) 			
Interdepartmental Staff Supporting Housing Work			
<ul style="list-style-type: none"> • Project Engineer (utilities & land development) – 1 RFT (\$127K/year) • Transportation Planner – 1 RFT (\$108K/year) • Human Resources Business Partner – 1 RFT (\$131K/year) • Human Resources Assistant – 1 RFT converted from exiting 1 TFT position (\$67K/year) 			
Impacts to Implementing Provincial Legislation	Impacts to Meeting Housing Targets	Impacts to Achieving Other Council Strategic Priorities	Impacts to Organizational Effectiveness and Resiliency
Ability to respond to new legislation through creation of new Housing Division and related interdepartmental enhancements; however, stated Provincial timelines are considered challenging	Ability to support housing approvals across the spectrum, as well as approvals streamlining	Ability to advance other priorities related to Social Planning, and Crises Response (Policy and Advocacy Team)	Ability to achieve grant-related requirements, and support recruitment and retention of staff

<u>Scenario 2 – ~75% Projected 2024 budget: \$1.237M</u>			
Housing Division			
<ul style="list-style-type: none"> • Senior Housing Planner (P2) – 1 RFT (\$105K/year) 			
<ul style="list-style-type: none"> • RFT Housing Planner (P1) – 1 RFT (\$97K/year) 			
<ul style="list-style-type: none"> • RFT Housing Planner (P1) – 1 RFT (\$97K/year) 			
Long Range Housing Planning			
<ul style="list-style-type: none"> • Supervisor, Land Use Planning (P3) – 1 RFT required supervisory backfill due to converting current Supervisor role to Housing Manager (\$119K/year) 			
Vulnerable Population Housing			
<ul style="list-style-type: none"> • Senior Social Planner (P2) – 1 RFT supervisory backfill due to converting current Supervisor role to Social Planning Manager (\$105K/year) 			
Housing Unit Approvals			
<ul style="list-style-type: none"> • Reclassification of City inspectors to align with BOABC requirements (\$152K/year) 			
<ul style="list-style-type: none"> • Backflow Plumbing Inspector – 1 RFT converted from existing TFT (\$89K/year) 			
<ul style="list-style-type: none"> • Zoning Plan Reviewer – 1 RPT converted from auxiliary (\$35K/year) 			
<ul style="list-style-type: none"> • Building Clerk 3 – 1 RFT converted from auxiliary (\$61K/year) 			
<ul style="list-style-type: none"> • Affordable Housing Project Manager – 1 TFT/Contract (\$142K/year) 			
<ul style="list-style-type: none"> • Master Plan Development Planner (P3) – 1 TFT/Contract (\$150K/year) 			
<ul style="list-style-type: none"> • Paralegal – 1 RFT to create more efficiencies in housing approvals via a staff member dedicated to the preparation/registration of legal agreements/requirements (\$96K/year) 			
Interdepartmental Staff Supporting Housing Work			
<ul style="list-style-type: none"> • Project Engineer (utilities & land development) – 1 RFT (\$127K/year) 			
<ul style="list-style-type: none"> • Transportation Planner – 1 RFT (\$108K/year) 			
<ul style="list-style-type: none"> • Human Resources Business Partner – 1 RFT (\$131K/year) 			
<ul style="list-style-type: none"> • Human Resources Assistant – 1 RFT converted from exiting 1 TFT position (\$67K/year) 			

Impacts to Implementing Provincial Legislation	Impacts to Meeting Housing Targets	Impacts to Achieving Other Council Strategic Priorities	Impacts to Organizational Effectiveness and Resiliency
Ability to respond to new legislation through creation of new Housing Division and related interdepartmental enhancements; however, stated Provincial timelines are considered challenging	Some risk of not meeting targets due to slow-down in housing unit approvals	Ability to advance other priorities related to Social Planning, and Crises Response (Policy and Advocacy Team)	Some risk to success of grant applications related to slow down in approvals; impacts possibly worsened by decreased ability to support mgmt., recruitment and retention of staff, including highly-trained current resources

<u>Scenario 3 – ~50% Projected 2024 budget: \$832K</u>
Housing Division
<ul style="list-style-type: none"> • Senior Housing Planner (P2) – 1 RFT (\$105K/year) • RFT Housing Planner (P1) – 1 RFT (\$97K/year) • RFT Housing Planner (P1) – 1 RFT (\$97K/year)
Long Range Housing Planning
<ul style="list-style-type: none"> • Supervisor, Land Use Planning (P3) – 1 RFT required supervisory backfill due to converting current Supervisor role to Housing Manager (\$119K/year)
Vulnerable Population Housing
<ul style="list-style-type: none"> • Senior Social Planner (P2) – 1 RFT supervisory backfill due to converting current Supervisor role to Social Planning Manager (\$105K/year)
Housing Unit Approvals
<ul style="list-style-type: none"> • Reclassification of City inspectors to align with BOABC requirements (\$152K/year) • Backflow Plumbing Inspector – 1 RFT converted from existing TFT (\$89K/year) • Zoning Plan Reviewer – 1 RPT converted from auxiliary (\$35K/year) • Building Clerk 3 – 1 RFT converted from auxiliary (\$61K/year) • Affordable Housing Project Manager – 1 TFT/Contract (\$142K/year) • Master Plan Development Planner (P3) – 1 TFT/Contract (\$150K/year) • Paralegal – 1 RFT to create more efficiencies in housing approvals via a staff member dedicated to the preparation/registration of legal agreements/requirements (\$96K/year)
Interdepartmental Staff Supporting Housing Work
<ul style="list-style-type: none"> • Project Engineer (utilities & land development) – 1 RFT (\$127K/year) • Transportation Planner – 1 RFT (\$108K/year) • Human Resources Business Partner – 1 RFT (\$131K/year) • Human Resources Assistant – 1 RFT converted from exiting 1 TFT position (\$67K/year)

Impacts to Implementing Provincial Legislation	Impacts to Meeting Housing Targets	Impacts to Achieving Other Council Strategic Priorities	Impacts to Organizational Effectiveness and Resiliency
Reduced staffing of new Housing Division; reallocation of Social and/or Development Planning staff required to retain ability to respond to new legislation; stated Provincial timelines continue to be considered challenging	Likely unable to meet housing targets; reduced ability to facilitate affordable/supportive/shelter units; longer review times for other permit types (e.g. commercial tenant improvements); significant slowdown in streamlining work	Inability to advance other priorities related to Social Planning, and Crises Response (Policy and Advocacy Team) due to reallocation of Social Planning staff	Likely risk to success of grant applications related to slow down in approvals; impacts possibly worsened by decreased ability to support mgmt., recruitment and retention of staff, including highly-trained current resources

<u>Scenario 4 – ~25% Projected 2024 budget: \$395K</u>
Housing Division
• Senior Housing Planner (P2) — 1 RFT (\$105K/year)
• RFT Housing Planner (P1) — 1 RFT (\$97K/year)
• RFT Housing Planner (P1) — 1 RFT (\$97K/year)
Long Range Housing Planning
• Supervisor, Land Use Planning (P3) – 1 RFT required supervisory backfill due to converting current Supervisor role to Housing Manager (\$119K/year)
Vulnerable Population Housing
• Senior Social Planner (P2) — 1 RFT supervisory backfill due to converting current Supervisor role to Social Planning Manager (\$105K/year)
Housing Unit Approvals
• Reclassification of City inspectors to align with BOABC requirements (\$152K/year)
• Backflow Plumbing Inspector – 1 RFT converted from existing TFT (\$89K/year)
• Zoning Plan Reviewer – 1 RPT converted from auxiliary (\$35K/year)
• Building Clerk 3 — 1 RFT converted from auxiliary (\$61K/year)
• Affordable Housing Project Manager — 1 TFT/Contract (\$142K/year)
• Master Plan Development Planner (P3) — 1 TFT/Contract (\$150K/year)
• Paralegal — 1 RFT to create more efficiencies in housing approvals via a staff member dedicated to the preparation/registration of legal agreements/requirements (\$96K/year)
Interdepartmental Staff Supporting Housing Work
• Project Engineer (utilities & land development) — 1 RFT (\$127K/year)
• Transportation Planner — 1 RFT (\$108K/year)
• Human Resources Business Partner — 1 RFT (\$131K/year)
• Human Resources Assistant — 1 RFT converted from exiting 1 TFT position (\$67K/year)

Impacts to Implementing Provincial Legislation	Impacts to Meeting Housing Targets	Impacts to Achieving Other Council Strategic Priorities	Impacts to Organizational Effectiveness and Resiliency
Slowdown in ability to respond to new legislation due to loss of key interdepartmental resources; new Housing Division not staffed; reallocation of whole Social Planning team, and some Development Planning staff required toward responding to new legislation; stated Provincial timelines continue to be considered challenging	Unable to meet housing targets; further reduced ability to facilitate affordable/supportive/shelter units; longer review times for other permit types (e.g. commercial tenant improvements); inability to continue streamlining work	Pause all other Social Planning work; do not advance Crises Response, Policy and Advocacy Team component due to reallocation of Social Planning staff	Significant risk to success of grant applications related to slow down in approvals; impacts possibly worsened by decreased ability to support mgmt., recruitment and retention of staff, including highly-trained current resources

Attachment: 2024 Budget – A Housing Division to Expedite
Housing Permits and Units (November 20, 2023)

Memorandum

To: Lisa Spitale,
Chief Administrative Officer

Date: November 20, 2023

From: Jackie Teed, Director
Climate Action, Planning and
Development

File: 2396243

Subject: 2024 Budget – A Housing Division to Expedite Housing Permits and Units

PURPOSE

The purpose of this report is to seek Council's approval to proceed with next steps to create the staff positions needed to achieve both the Council Strategic Priority Plan focus area: Homes and Housing Options, and the newly legislated provincial requirements related to planning for, approving, and servicing housing.

BACKGROUND

A Recognized Leader in Housing

New Westminister is a recognized leader in housing policy and tenant protections. We have a 100% approvals rate for affordable housing applications brought before Council, and have been exceeding our overall housing targets. Past work prioritizing housing includes: Secured Market Rental Housing Policy, Crisis Response Bylaw, Renovictions Regulations, Inclusionary Zoning Policy. Despite this leading work, the City is struggling to get the affordable, supportive/ transitional and shelter units our community needs.

Senior Government Alignment

Council's Strategic Plan is consistent with the National Housing Strategy (2017), and Provincial Homes for People Action Plan (2023), in prioritizing the need to create more homes faster that meet people's needs. The Province has been signaling for some time their intent to implement this through legislative changes to how municipalities plan for, approve, and service new housing, and as of November 1, 2023 has started making announcements that will impact New Westminister. The senior governments have also been announcing related funding opportunities, which the City is monitoring.

Mandated Housing Targets

In 2022 Council approved the City's first Housing Needs Report. The Report, which is a provincially legislated requirement, identifies the City's housing unit needs across the full

housing spectrum. The [2021/2022 Housing Needs Update Report](#) outlines these targets, and the progress the City has made to date.

CONTEXT

Ongoing Legislative Changes

Provincial announcements to date regarding changes in legislated requirements for housing are summarized in Attachment 1 to this memo. The changes have significant implications for the department work plan and staffing, as they:

- Are legislated, i.e. the City must carry the work out within the required timelines, and on an ongoing basis. Time extensions may be approved; however, changes can be implemented by a ministerial order if timelines are not maintained.
- Are extensive, touching on the full scope of the City's mandate as relates to housing, including how the City plans for, regulates, approves, services, and provides amenities for new residential development, and how the City incentivizes heritage revitalization projects.
- Include immediate and ongoing requirements, such as more frequent updates of the Zoning Bylaw, and Official Community Plans (the City has three distinct OCPs).
- Will require complex new studies to be undertaken, such as a 20-year vs. 10-year housing outlook; broader infrastructure strategic planning and analysis to inform new development cost charge bylaws; and extensive analysis and business case work to create new amenity cost charge bylaws that will replace negotiated voluntary amenity contributions to fund the other services and amenities needed by a growing community.
- Place a greater focus on policy planning and process requirements, whereas the City has historically focused staffing and resources on housing approvals to maximize the amount of units being created for development, and on responding to crises such as the City's pandemic response. This means there is a significant amount of "catch up" policy and process work to be undertaken in addition to the newly legislated work, with limited current resources to carry out either the near or long-term/ongoing work.

ALIGNMENT WITH THE STRATEGIC PLAN

On May 8, 2023 Council endorsed the 2023-2026 Strategic Priorities Plan which guides the City's work and activities through 2026. The Strategic Plan focuses on five areas that reflect the most important issues identified by the New Westminster community, one of which is: Homes and Housing Options – Clear the way for all types of homes needed today and tomorrow, prioritizing homes for those with the greatest need.

The Climate Action, Planning and Development Department is the primary lead for the Homes and Housing Options work. The new Strategic Plan is an opportunity to evaluate the Department's functions to ensure appropriate alignment of our structure and workplan to effectively and efficiently advance the priority and enhance service delivery. This is particularly necessary at this time given the extensive legislative changes being announced

by the Province to facilitate getting more housing built faster, which have broad implications for the way the City carries out this work in the near and long term.

Given the strong focus of the department on implementing the Homes and Housing Options priority, and the new legislative requirements for the City to immediately and continually update housing regulations, policies and approvals processes, the following is being implemented: (1) create a new Housing Division (underway); (2) relocate Climate Action to better meet Strategic Plan (underway); (3) create a new Crises Response Team pilot (underway); (4) reassess function and structure of Integrated Services (pending).

FINANCIAL IMPLICATIONS

Required Staff Resources

Departmental Evaluation and Reallocation

Toward better aligning the work of the department with Council's Strategic Plan and the anticipated legislative changes to housing work, existing functions and vacancies were evaluated against ongoing operational need and efficiency of service delivery, and changes and reallocations made where strategic and operationally feasible, including the following to date:

- Eliminating building permit backlog for single detached dwellings, and decreasing issuance timelines from 31 weeks to 12 weeks by continuing to advance digital permitting, removing redundant steps, synchronizing reviews, investing in better digital tools, and implementing online fee payments.
- Restructuring public-facing positions providing planning and building approvals, and providing related training, to enable these positions to be delegated work at a higher level of complexity formerly done by more senior positions.
- Refocusing staff resources to support contemporary work of department by evaluating vacancies and adjusting postings and/or reallocating positions based on operational needs.
- Pausing work unrelated to housing and reallocating related staff to housing files.
- Identifying opportunities to use contracts and consultants for some work, freeing up experienced City staff to focus on higher priority housing files.
- Retaining experienced and organizationally-knowledgeable staff by promoting from within at all levels, including bargaining and exempt positions, which supports recruitment/retention, and keeps the value of City-provided training and experience within the organization.
- Launching the Housing Division using temporary secondments of a number of existing staff until operational needs could be tested against provincially-legislated requirements, and considered through the 2024 budget process.

Staff Resources Required to Expedite Housing Permits and Units

Given the need to meet the mandated Housing Needs Report housing unit targets, and the scope of work required to implement the near-term and ongoing requirements set out in the provincial legislation, the City requires a new Housing Division, as well as resources related to long range housing planning (e.g. OCPs, neighbourhood plans), vulnerable population housing, development and construction approvals. These staff are required above-and-beyond the efficiencies noted above, to enable the legislated work of the Housing Division, and to meet the mandated Housing Needs Report housing unit targets, and are included in the 2024 operating budget:

2024	2025
Housing Division	
Senior Housing Planner (P2) – 1 RFT (\$105K/year)	Housing Analyst – 1 RFT converted from exiting 1 TFT (\$82K/year)
Two (2) RFT Housing Planners (P1) – 2 RFT (\$97K/year/each; \$194/year/total)	--
Long Range Housing Planning	
Supervisor, Land Use Planning (P3) – 1 RFT required supervisory backfill due to converting current Supervisor role to Housing Manager (\$119K/year)	Land Use Planner (P1) – 1 RFT (\$97K/ year)
Vulnerable Population Housing	
Senior Social Planner (P2) – 1 RFT supervisory backfill due to converting current Supervisor role to Social Planning Manager (\$105K/year)	--
Housing Unit Approvals	
Reclassification of City inspectors to align with BOABC requirements (\$152K/year)	Development Planner (level tbd) – 1 RFT (\$105K/year)
Backflow Plumbing Inspector – 1 RFT converted from existing TFT (\$89K/year)	Building Housing Analyst – 1 RFT (\$82K/year)
Building Clerk 3 – 1 RFT converted from auxiliary (\$61K/year)	Affordable Housing Building Project Lead – 1 RFT converted from existing 1 TFT position (\$107K/year)
Zoning Plan Reviewer – 1 RFT converted from auxiliary (\$35K/year)	--
Master Plan Development Planner (P3) – 1 TFT/Contract (\$150k/year)	--

Interdepartmental Staff Supporting Housing Work	
Project Engineer (utilities & land development) – 1 RFT (\$127K/year)	Project Engineer (focus tbd Engineering/Electrical) – 1 RFT (\$127K/year)
Transportation Planner – 1 RFT (\$108K/year)	--
Human Resources Business Partner – 1 RFT (\$131K/year)	--
Human Resources Assistant – 1 RFT converted from exiting 1 TFT position (\$67K/year)	--

Projected 2024 budget: \$1,443,000 plus benefits and general operational expenses. Projected additional annual budget in 2025: \$600,000 plus benefits and general operational expenses. (Based on the 2021 collective agreement).

Funding

The City will explore all available avenues to offset the costs of the new division, and related enhancement requests and project costs. This could include federal funding, such as the CMHC Housing Accelerator Fund, and provincial funding, such as a second intake of the Local Government Development Approvals Program which will distribute a total of \$10M to support digitization projects.

The Province has also announced \$51M to support implementation of their recent legislation, which is anticipated to be allocated to municipalities based on population and context in early 2024; based on the population of New Westminster this is estimated in the order of \$710K. A number of the enhancements are fully offset by increases in expected fees revenue in 2024.

Staff recommends that Council direct all funds from these sources to offset the ongoing operating costs of the enhancements outlined in this memo. These sources will likely be finite, potentially carrying the City forward for a number of years. A long-term funding strategy should be considered and put in place prior to the completion of this funding.

Next Steps

Staff is currently reviewing the implications of the new provincial legislation, and will present a workshop to Council in early 2024 outlining these implications, and a workplan to undertake the broad scope of work required for implementation.

ATTACHMENT 1: SUMMARY OF PROVINCIAL LEGISLATED CHANGES TO DATE

November 8, 2023: Requirement to designate Transit Oriented Development Areas within 800m of a rapid transit station, where the following will be required:

- **Designate TODs at all SkyTrain Stations:** Update OCPs to designate TOD areas at all five SkyTrain Stations. **Required completion: June 2024.**
- **Meet New Provincial Height and Density Standards:** In all TODs, permit housing up to minimum 20 storeys/5 FSR within 200m; 12 storeys/4 FSR within 400m; and 8 storeys/3 FSR within 800m.
- **Prohibition of Parking Requirements.** For all development within TODs.
- <https://news.gov.bc.ca/releases/2023HOUS0063-001748>

November 7, 2023: Amenity contribution regulations announced. No timelines announced to date.

- **Extension of DCC.** Development cost charge legislation will be expanded beyond drainage, water, sewer, roads to include: fire protection facilities, police facilities, solid waste facilities, portion of provincial highway projects required to access new housing. No mention of parks, recreation, libraries, child care, electrical, etc.
- **New ACC Authority.** A new amenity cost charge will be created to include: community/youth/senior's centre, recreation/athletic facilities, library, day care, and public square. **Anticipated required completion: June 2024, with ongoing annual updates.**
- <https://news.gov.bc.ca/releases/2023HOUS0063-001737>

November 1, 2023: Multiple new regulations announced, with short timelines/ongoing requirements. Legislation will include opportunity to apply for a time extension; however, changes can be implemented by a ministerial order.

- **Infill Housing.** Updating Zoning Bylaw to permit up to six dwelling units (depending on site size and transit access) in all single family and duplex zones (Small-scale Multi-unit Housing). **Required completion: June 2024.**
- **Prohibition of Parking Requirements.** For infill in proximity to frequent transit, which would likely affect all properties in New Westminster.
- **Housing Needs Report.** Update to a 20-year horizon (currently 10-year). **Required completion: December 2024.**

- **Update City's Three OCPs.** To accommodate growth forecasted in Housing Report, and addressing wider range of housing policy. **Required completion: December 2025.**
- **Pre-zone the City.** Requirement to pre-zone land to meet their housing needs and reduce the use of current rezoning processes. **Required completion: December 2025.**
- **Ongoing OCP Updates.** NEW legislated requirement to update OCPs, with public engagement, every 5 years in alignment with updates of Housing Report. **Ongoing: three OCPs, every 5 years.**
- **Public Hearing Prohibition.** For rezonings with min. 50% residential floor area which are consistent with OCP.
- <https://news.gov.bc.ca/releases/2023PREM0062-001706>

October 16, 2023: Phased project to reduce short term rentals, focusing on strengthened regulatory and enforcement tools for municipalities. The City monitors short term rentals in New Westminster, which are limited in number at this time.

<https://news.gov.bc.ca/releases/2023HOUS0060-001598>

October 10, 2023: Province partnering with selected municipalities to develop digital permitting tool by March 2024, which will then be expanded to other communities.

<https://news.gov.bc.ca/releases/2023HOUS0132-001568>;

<https://news.gov.bc.ca/releases/2023HOUS0019-000496>

September 26, 2023: Housing targets announced for first ten municipalities. New Westminster is not included in this cohort, though the City is included in the long list of municipalities for which the Province is considering setting targets.

<https://news.gov.bc.ca/releases/2023HOUS0123-001505>;

<https://news.gov.bc.ca/releases/2023HOUS0059-000851>

September 18, 2023: Announces project to streamline Provincial permit approvals, which are not applicable to New Westminster. Announces future legislation to make secondary suites permitted throughout the province, which is already in place in New Westminster.

<https://news.gov.bc.ca/releases/2023HOUS0058-001472>;

<https://news.gov.bc.ca/releases/2023WLRS0003-000033>

April 3, 2023: Province releases Homes for People Action Plan.

<https://news.gov.bc.ca/releases/2023HOUS0019-000436>

November 21, 2022: Removal of strata rental and age restrictions.

<https://news.gov.bc.ca/releases/2022PREM0065-001745>



NEW WESTMINSTER

As of April 2022, the Province has required municipalities to approve a Housing Needs Report, to be updated every 5 years. The Report is to identify community housing needs and gaps, both existing and projected, across the spectrum. It is to inform updated to official community plans. <https://www2.gov.bc.ca/gov/content/housing-tenancy/local-governments-and-housing/policy-and-planning-tools-for-housing/housing-needs-reports?bcgovtm=may5#:~:text=Municipalities%20and%20regional%20districts%20in,needs%20in%20communities%20throughout%20B.C>

September 1, 2021: Announces successful applicants to Local Government Development Approvals Program which provided grants for housing approvals streamlining. New Westminster's Development Application Process Review project application was not selected. <https://news.gov.bc.ca/releases/2021MUNI0046-001721>

Memorandum

To: Lisa Spitale,
Chief Administrative Officer

Date: December 4, 2023

From: Lisa Leblanc,
Director of Engineering

File: 2404262

Jackie Teed,
Director of CAPD

Subject: **Budget 2024: Addressing the Three Crises with a Crises Response Team Pilot Project – Analysis if Funding were Reduced**

PURPOSE

The purpose of this memo is to answer Council's question regarding the impacts to the Crises Response Team Pilot Project if funding levels were reduced.

BACKGROUND

Attached with this memo is the November 20th memo which outlines the funding request needed to implement the Crises Response Team Two Year Pilot Project. At the November 20th Budget Workshop, Council asked that staff provide an analysis of the impacts to the service delivery model if requested funding could not be approved.

EXECUTIVE SUMMARY

To analyze the impacts to the service delivery model for the Crises Response Team Pilot Project, four funding scenarios have been developed. The first scenario is the model recommended by City staff and is considered 100% funding – and acts as the baseline. The remaining three scenarios are derived from Scenario 1 by reducing staff and resource allocations to create three alternative models.

However, as some of these resources are also required for the Homes and Housing Options initiatives, the ability to achieve any of the scenarios may also be affected by decisions on housing-related enhancements included elsewhere in the budget.

Each scenario was evaluated on their impacts to the following five factors:

- Responsiveness to the community (i.e. addressing complaints)
- Impacts to existing core services (i.e. to the Operational Support Team)
- Impacts to Policy Development and Advocacy Team
- Effectiveness of outreach and collaboration with Provincial teams

- Organizational Effectiveness and Resiliency of the City's response to the 3 Crises

Scenario 1 – 100% Funding

- This service delivery model is outlined in the October 30, 2023 Council report and forms the request in the attached November 20th memo.
- This service delivery model recognizes that a dedicated, experienced and trained team within the organization is needed to address the complexities of the three crises: homelessness, mental health and substance use.
- A two year pilot project is recommended in order to create momentum and positive outcomes for people in our community who are impacted by the three crises.
- Resources are in place to address the three crises, encampments, outreach, policy and advocacy, which enables multi-audience proactive communications about cleanliness and other externalities being experienced by neighbourhoods.
- Full-time resources are in place to help realize culturally appropriate outreach and supports in the community.
- Ensures dedicated staff to operationalize Pilot Project Implementation Working Group and Advocacy Support Working Group.
- This model strives for greater responsiveness to community concerns, and seeks to establish resilient strategies; it has full-time dedicated staff to advocate for Provincial funding and supports.

Scenario 2 – 75% Funding Target

- With 75% funding, a two year pilot project can still be implemented but its effectiveness will be compromised, and its outcomes and longer-term strategies more limited.
- This service delivery model also recognizes that a dedicated, experienced and trained team within the organization is needed to address the complexities of the three crises; however, there is less emphasis on policy development and advocacy.
- This model would enable resources to be in place to address the three crises, encampments, outreach, complaints about cleanliness and other neighbourhood externalities, and would enable some communications although they would be more reactive.
- Full-time resources are in place to help realize culturally appropriate outreach and supports in the community.
- Shared staff resources (i.e. rather than dedicated) would be engaged to operationalize Pilot Project Implementation Working Group and Advocacy Support Working Group.
- This model strives for greater responsiveness to community complaints than is currently possible, and is working towards longer-term and more resilient

strategies; however, with less staff support for Provincial advocacy, funding success will be impacted.

Scenario 3 – 50% Funding Target

- 50% reduction in funding means that this is no longer a pilot project.
- Resources remain focused on a crisis management approach with only limited strategic work.
- Fewer resources are in place to address the three crises, focusing on those that address encampments and day-to-day outreach to unsheltered residents, with moderate responsiveness to community complaints, and only limited resources allocated to policy development, advocacy, and communications.
- Half-time resources would be in place to help realize an incremental improvement toward culturally appropriate outreach and supports.
- Limited effort towards advocacy with the Province and Provincial agencies beyond what existing staff are able to do within existing workplans.
- Limited ability to operationalize Pilot Project Implementation Working Group and Advocacy Support Working Group, which impacts engagement and advocacy efforts.
- Using existing resources to explore long-term sustainable approaches will result in impacts to other existing workplans and ability to achieve other Council Strategic Priorities, including shelter spaces, supportive/transitional housing and support services.
- Staff will continue to be exposed to situations in which they feel inadequately trained and supported to respond, and they will continue to find it challenging to respond to community complaints in a timely and satisfactory manner.

Scenario 4 – 25% Funding Target

- 75% reduction in funding means that this is no longer a pilot project.
- Resources focused solely on reactive crisis management approach.
- This scenario is similar to existing practice where staff are diverted from other duties to address the urgent needs emerging from the three crises.
- Fewer resources are in place to address the three crises with fewer resources to address encampments, outreach and neighbourhood externalities; there would be ongoing reallocation of resources from core services.
- Half-time resources in place to help realize culturally appropriate guidance to existing staff regarding policy and supports.
- Limited effort towards advocacy with the Province and Provincial agencies beyond what existing staff are able to do within existing workplans.
- Inability to operationalize Pilot Project Implementation Working Group and Advocacy Support Working Group, which significantly impacts engagement and advocacy efforts.
- Lack of resources to explore long-term sustainable approaches beyond what existing staff are able to do within existing workplans. Using existing resources to

explore long-term sustainable approaches will result in impacts to other existing workplans and will compromise the ability to achieve other Council Strategic Priorities, including supportive/transitional housing and shelter spaces.

- Staff will continue to be exposed to situations in which they feel inadequately trained and supported to respond, and they will continue to find it challenging to respond to community complaints in a timely and satisfactory manner.

FINANCIAL IMPLICATIONS OF THE 4 SCENARIOS

Scenario 1 - 100% funding

Total Budget per year: \$855K (\$770K + \$85K from a staff vacancy)

Funding strategy - seek **\$585K of Provincial funding** for both 2024 and 2025 to fund the following:

- Manager of Crises Response Team (1 FTE \$105K)
- Encampment Safety Officer (1 FTE \$80K)
- Non-Clinical Outreach Workers (2 FTE, \$170K / year)
- Homelessness Services Coordinator (1 FTE \$75K / year)
- Homelessness Planning Analyst (1 FTE \$70K/ year)
- Indigenous Consultant to support engagement (\$85K / year)

City directly funds remaining \$270K for:

- Livability Supervisor (1 FTE \$85K / year) *reallocating an existing vacant position; not a new ask*
- Operations Support Team and Policy Development and Advocacy Team (\$185K/ year):
 - Deputy Fire Chief – 0.5 FTE, one-year secondment with backfill (\$75K)
 - Communications Support – 0.5 FTE, two-year contract (\$30K per year)
 - Human Resources Support – 0.25 FTE, two-year contract (\$15K per year)
 - Data Analyst Support – 0.5 FTE, two-year secondment with backfill (\$35K per year)
 - Equipment, supplies, materials and contracted services – (\$30K per year)

Responsiveness to the community re: complaints	Impacts to existing core services – to the operational team	Impacts to Policy Development and Advocacy team	Effectiveness with outreach and collaborating with Provincial teams	Organizational Effectiveness and Resiliency
Maximum responsiveness to addressing complaints, including taking action in a timely manner.	Reduced reliance on existing core services to directly deal with complex social issues requiring specialized knowledge, skills and training. Fewer incidents involving core services staff.	More time to dedicate towards advocacy with the senior levels of government, which will reduce City costs related to the three crises.	Enhanced ability to build relationships and trust with the unsheltered in order to leverage voluntary compliance. Enhanced ability to make referrals and reduce reliance on City staff, resources and services.	Position the pilot project for success, and maximize senior government funding to cover or offset City costs.

Scenario 2 – 75% funding target

Total Budget per year: \$665K (\$580K + \$85K from a staff vacancy)

Funding strategy - seek **\$440K of Provincial funding** for both 2024 and 2025 to fund the following:

- **Manager of Crises Response (1 FTE \$105K)**
- **Encampment Safety Officer (1 FTE \$80K)**
- **Non-Clinical Outreach Workers (2 FTE \$170K / year)**
- ~~Homelessness Services Coordinator (1 FTE \$75K / year)~~
- ~~Homelessness Planning Analyst (1 FTE \$70K / year)~~
- **Indigenous Consultant to support engagement (\$85K / year)**

City **directly funds remaining \$225K** for:

- **Livability Supervisor (1 FTE \$85K / year)** *reallocating an existing vacant position; not a new ask*
- **Operations Support Team and Policy Development and Advocacy Team (\$140K/ year)**
 - **Deputy Fire Chief – 0.5 FTE, one-year secondment with backfill (\$75K)**
 - **Communications Support – 0.5 FTE, two-year contact (\$30K per year)**
 - ~~Human Resources Support – 0.25 FTE, two-year contract (\$15K per year)~~
 - **Data Analyst Support – 0.5 FTE, two-year secondment with backfill (\$35K per year)**
 - ~~Equipment, supplies, materials and contracted services – (\$30K per year)~~

Responsiveness to the community re: complaints	Impacts to existing core services – to the operational team	Impacts to Policy Development and Advocacy team	Effectiveness with outreach and collaborating with Provincial teams	Organizational Effectiveness and Resiliency
Responsive but taking action will be less timely. May not allay business and resident concerns.	Greater reliance on existing core services to augment Crises Response Team. Reduced funding will impact effectiveness of the pilot project. Minor reduction in incidents involving core services staff.	Less time to dedicate to advocacy. Impairs advocacy which will result in less senior government funding to reduce City costs related to the three crises.	Ability to build relationships and trust with the unsheltered in order to leverage voluntary compliance. Ability to make referrals and reduce reliance on City staff, resources and services.	Effectiveness of the pilot project starts to decrease given the inability to fully staff the Crises Response Team and reduced capacity for advocacy.

Scenario 3 – 50% funding target

Total Budget per year: \$477K (\$392K + \$85K from a staff vacancy)

Funding strategy - seek **\$360K of Provincial funding** for both 2024 and 2025 to fund the following:

- **Manager of Crises Response (1 FTE \$105K)**
- **Encampment Safety Officer (.5 FTE \$40K) – half time**
- **Non-Clinical Outreach Workers (2 FTE \$170K / year)**
- ~~Homelessness Services Coordinator (1 FTE \$75K / year)~~
- ~~Homelessness Planning Analyst (1 FTE \$70K / year)~~
- **Indigenous Consultant to support engagement (\$45K / year) – half time**

City **directly funds remaining \$117K** for:

- **Livability Supervisor (1 FTE \$85K / year) *reallocating an existing vacant position; not a new ask***
- **Operations Support Team and Policy Development and Advocacy Team (\$32K/ year):**
 - ~~Deputy Fire Chief – 0.5 FTE, one-year secondment with backfill (\$75K)~~
 - **Communications Support – 0.25 FTE, two-year contract (\$15K per year)**
 - ~~Human Resources Support – 0.25 FTE, two-year contract (\$15K per year)~~
 - **Data Analyst Support – 0.25 FTE, two-year secondment with backfill (\$17K per year)**
 - ~~Equipment, supplies, materials and contracted services – (\$30K per year)~~

Responsiveness to the community re: complaints	Impacts to existing core services – to the operational team	Impacts to Policy Development and Advocacy team	Effectiveness with outreach and collaborating with Provincial teams	Organizational Effectiveness and Resiliency
Inability to be responsive with a triage approach being taken. Only high priority issues will be addressed. Business and resident complaints will escalate.	Reduced funding will result in a less functional Crises Response Team, and place more pressure on existing core services to address issues.	Advocacy work being done off the side of one's desk. Limited ability in realizing senior government funding and reducing City costs related to the three crises.	Less support for outreach function, including advocacy related to shelter, supportive housing and support services. More difficult to make referrals.	Inability to implement the pilot project. Issues will worsen, business and resident complaints will escalate and staff incidents will increase.

Scenario 4 – 25% funding target	
Total Budget per year: \$272K (\$187K + \$85K from a staff vacancy)	
Seek \$170K of Provincial funding for both 2024 and 2025 for:	
<ul style="list-style-type: none"> * Manager of Crises Response (1 FTE \$105K) ▪ Encampment Safety Officer (.5 FTE \$40K) – half time ▪ Non-Clinical Outreach Workers (1 FTE \$85K / year) * Homelessness Services Coordinator (1 FTE \$75K / year) * Homelessness Planning Analyst (1 FTE \$70K / year) ▪ Indigenous Consultant to support engagement (\$45K / year) – half time 	
City directly funds remaining \$102K for:	
<ul style="list-style-type: none"> ▪ Livability Supervisor (1 FTE \$85K / year) <i>reallocating an existing vacant position; not a new ask</i> ▪ Operations Support Team and Policy Development and Advocacy Team (\$17K/ year): <ul style="list-style-type: none"> • Deputy Fire Chief – 0.5 FTE, one-year secondment with backfill (\$75K) • Communications Support – 0.5 FTE, two-year contract (\$30K per year) • Human Resources Support – 0.25 FTE, two-year contract (\$15K per year) • Data Analyst Support – 0.25 FTE, two-year secondment with backfill (\$17K per year) • Equipment, supplies, materials and contracted services – (\$30K per year) 	

Responsiveness to the community re: complaints	Impacts to existing core services – to the operational team	Impacts to Policy and Advocacy team	Effectiveness with outreach and collaborating with Provincial teams	Organizational Effectiveness and Resiliency
Inability to be responsive with a triage approach being taken. Only high priority issues will be addressed. Business and resident complaints will escalate.	Reduced funding will result in a non-functional Crises Response Team, and place significant pressure on existing core services to address issues.	Advocacy work being done off the side of one's desk. Limited ability in realizing senior government funding and reducing City costs related to the three crises.	Very limited coordination and support for outreach function, including advocacy related to shelter, supportive housing and support services. More difficult to make referrals.	Inability to implement the pilot project. Issues will worsen, business and resident complaints will escalate and staff incidents will increase.

Memorandum

To: Lisa Spitale,
Chief Administrative Officer

Date: November 20, 2023

From: Lisa Leblanc,
Director of Engineering

File:

Jackie Teed,
Director of CAPD

Subject: 2024 Budget – Addressing the three Crises with a Crises Response Team Pilot Project

PURPOSE

The purpose of this memo is twofold: (1) to outline the two-year Crisis Response Team pilot project to address the crises of homelessness, mental health and substance use affecting the community; and (2) to outline the financial implications associated with this pilot for the 2024 and 2025 annual budgets.

BACKGROUND

As outlined in a report to Council on October 23, 2023, New Westminster is facing the crises of homelessness, mental health and substance use which are complex, inter-related and are impacting and broadly affecting the community in a number of ways.

Homelessness Crisis

The City's Housing Needs Report (June 2021) identified a need for 358 supportive housing units between 2021 and 2031. Of this, 52 have been approved and funded but this only accounts for 14.5% of the total units needed. The Point-in-Time Homeless Count conducted in March 2023 confirms the city's needs remain unmet, as it showed that there are 57 unsheltered and 146 sheltered homeless people in New Westminster. This represents a 65% increase between the 2020 and 2023 counts. In the most recent count, 63 sheltered homeless people did not have access to a 24/7 shelter so the daytime unsheltered homeless count is actually much higher at 120 people. Additionally, the count identified a significant over-representation of Indigenous people in the unsheltered homeless population (43%) compared to the Indigenous sheltered population (12%), as well as compared to the overall City's Indigenous population (3.1%).

Mental Health and Substance Use Crisis

The Point-in-Time Homeless Count identified that 61% of unsheltered and 33% of sheltered homeless people in New Westminster self-reported a mental health issue. Additionally, 78% of unsheltered and 25% of sheltered homeless people self-reported some form addiction indicating that any strategy to address homelessness should also include strategies to address mental health and substance use issues.

OVERVIEW AND CONTEXT

New Westminster is facing the crises of homelessness, mental health and substance use which is impacting the community in a number of ways including through the suffering by those directly experiencing these crises, but also by those affected by the externalities of these crises, and by placing a strain on City resources. The City recognizes that its existing responses to these crises are not working. Given this, Council endorsed a two-year pilot organizational project based on promising practices and lessons learned from other municipalities that are proactive, responsive, people-centered and strategic. The pilot project includes three united inter-departmental teams which will consist of both existing and new staff.

1. **Crises Response Team** – Is a new team that will address community requests and complaints and provide support to those who are experiencing homelessness, mental health and substance use issues by coordinating, and providing people-centered referrals to Provincial, non-profit and faith-based support teams.
2. **Operations Support Team** – comprised of existing staff and will support the new Crises Response Team and address many of the externalities of these crises.
3. **Policy Development and Advocacy Team** – is primarily comprised of existing staff and will: lobby senior levels of government for additional funding, resources and supports needed to sustainably address the needs and issues associated with the three crises; work to align external supports and enhance their services in our city; and work to facilitate development of the needed housing and shelter units.

This pilot project will require engagement with First Nations, Indigenous organizations, the community and with people with lived and living experience. It will also require enhanced relations with provincial bodies and the realization of 50 to 60 24/7 shelter beds, 50 to 60 supportive housing units and the development of a Health and Connect Resource Centre. To accomplish this, the City is working towards MOUs with BC Housing, the Fraser Health Authority, the Ministry of Mental Health and Addictions, and the Ministry of Social Development and Poverty Reduction.

ALIGNMENT WITH THE STRATEGIC PLAN

Community Belonging and Connecting

This pilot project will strive to connect and develop relationships with the people experiencing these crises and work to have them develop positive, non-judgement and

stigma-free relationships with the community. The Health Connect and Resource Centre will create a connection point where everyone can feel welcome and create a place where health and support teams can meet. The people-centered approach will strive to create a strong sense of belonging and support for people experiencing these crises.

Housing Options

The Policy Development and Advocacy Team will be striving to realize housing options for the unsheltered and precariously sheltered and housed within New Westminster. Its work will be based on the City's Homelessness Action Strategy (July 2022), Housing Needs Report, (June 2021) and Downtown Livability Strategy (September 2021) and will work to collaborate with senior government to facilitate development of new shelter, housing and health and support services.

Reconciliation

It is recognized that Indigenous populations are significantly over-represented amongst the homeless population in New Westminster, especially amongst the unsheltered homeless. This could be a result of the lack of culturally appropriate options. An objective of this pilot project is to engage First Nations Health Authorities and Indigenous organizations to better serve all Indigenous homeless and precariously housed people in New Westminster.

Public Engagement

Virtually the whole community is affected by these crises thus a broad and ongoing evaluation, engagement and communications strategy will be implemented to continue to monitor community needs, develop iterative strategies and communicate to the community the pilot projects actions.

Diversity, Equity, Inclusion and Anti-Racism (DEIAR)

The pilot project will embrace a people-centered, non-judgmental and stigma-free accessible approach towards people experiencing homelessness, mental health and substance use issues. It will strive to provide strategies that are culturally-appropriate, respectful and address social inequities and meet the needs of these populations.

Organizational Effectiveness

The pilot project will use specialized staff and have a new, strategic, well-organized approach which will be more responsive and effective, and will enable staff in Integrated Services, Engineering and Fire to refocus on core service functions. It will also properly train and equip staff to work in this increasingly challenging environment, enhancing their safety, keeping them motivated and preventing them from burning out.

Healthy Governance

The new structure will strengthen internal engagement, information sharing, decision-making and coordination and will better serve the community, those impacted by the externalities of the crises and those directly experiencing them. The Policy Development and Advocacy Team will directly support Council's role advocating to senior levels of government.

Resilience

By understanding and responding to the needs of staff and ensuring that appropriate training and resources are in place, the resiliency of both staff and assets such as public toilets and elevators will be improved. Likewise, the pilot project should improve the community's resiliency through increased communication, information-sharing and educational materials.

FINANCIAL IMPLICATIONS

It is recognized that many of the roles and responsibilities in this pilot project fall within the Province's mandate. Part of the mandate of the Policy Development and Advocacy Team is to work to secure funding from the Province. As noted in the October 30, 2023 report to Council – the projected annual budget for 2024 is \$770,000, plus benefits.

Operations Support Team (\$90,000)

- Communications Support – 0.5 FTE, two-year contract (\$30K per year)
- Human Resources Support – 0.25 FTE, two-year contract (\$15K per year)
- Data Analyst Support – 0.5 FTE, two-year secondment with backfill (\$35K per year)
- Equipment, supplies, materials and contracted services – (\$10K per year)

Crises Response Team (\$450,000)

- Manager of Crises Response – 1.0 FTE, (\$105K per year)
- Crises Response Livability Supervisor – 1.0 FTE (\$0 per year)
- Encampment Safety Officer – 1.0 FTE, two-year contract (\$80K per year)
- Non-Clinical Outreach Workers – 2.0 FTE, two-year contract, (\$85K each per year for a total of \$170,000 per year)
- Homelessness Services Coordinator 1.0 FTE, two-year contract (\$75K per year)
- Equipment, supplies, materials and contracted services – (\$20K per year)

Policy Development and Advocacy Team (\$230,000)

- Deputy Fire Chief – 0.5 FTE, one-year secondment with backfill (\$75K)
- Homelessness Planning Analyst 1.0 FTE, two-year contract (\$70K per year)
- Indigenous consultant to support engagement (\$85K per year)

Recommended Funding Strategy

It is recommended that the City seek \$585K of provincial funding for both 2024 and 2025 for the following positions:

- Manager of Crises Response (1 FTE \$105K)
- Encampment Safety Officer (1 FTE \$80K)
- Non-Clinical Outreach Workers (2 FTE \$170K / year)
- Homelessness Services Coordinator (1 FTE \$75K / year)
- Homelessness Planning Analyst (1 FTE \$70K/ year)
- Indigenous Consultant to support engagement (\$85K / year)

It is recommended that the City fund the:

- Crises Response Homelessness Livability Supervisor (1 FTE \$85K / year) from an existing staff vacancy
- \$185K for the Operations Support Team and the Policy Development and Advocacy Team

Given the crises, time is of the essence. It is imperative that the recruitment for these positions commence immediately. Funding for these positions will be from the Reserve. When the Province provides the above necessary funding, the Reserve will be reimbursed accordingly.

Advocacy Update

Since presented to Council on October 30, 2023, the following new advocacy work has been undertaken:

- The Mayor has met with the Minister of Mental Health and Addictions to secure provincial funding for the initiative within this pilot project.
- The Team will be meeting with the Minister of Mental Health and Addictions in mid-November 2023 to advocate for funding and services for the pilot project.
- The Team has met with the First Nations Health Authority and will be scheduling follow-up meetings to explore collaboration related to the pilot project.
- The Team has met with Fraser Health Authority's Medical Health Officer and has scheduled a presentation to the Medical Directors for Fraser Health Authority to obtain their clinical endorsement of this project.
- The Medical Health Officer has requested the Advocacy team present this project to the Royal Columbian Hospital (RCH) Emergency Department Managers who expressed interest in exploring the possibility of integrating this project into one being undertaken by RCH Emergency Department.

Memorandum

To: Lisa Spitale,
Chief Administrative Officer

Date: December 4, 2023

From: Jackie Teed,
Director of CAPD

File: 2405306

Rod Carle,
General Manager – Electrical
Utility

Subject: **Budget 2024: Integrating Climate Action and the Electrical Utility to Accelerate Implementation – Analysis of Reduced Funding Implications**

PURPOSE

The purpose of this memo is to answer Council's question regarding the impacts to City's ability to achieve the greenhouse gas (GHG) reduction targets, established through the 2019 Climate Emergency Declaration, as well as the impacts on the Energy division if the 2024 requested funding levels were reduced.

BACKGROUND

Attached with this memo is the November 20th memo, and September 11th council report, which outline the 2024 funding request needed for the City to strive to achieve the defined GHG reduction targets that were defined by the 2019 Climate Emergency Declaration. At the November 20th Budget Workshop, Council asked that staff provide an analysis of the impacts to Energy and Climate Action workplan, and resulting impacts if requested funding could not be approved.

DISCUSSION

To analyze the impacts to the GHG reduction targets, four funding scenarios have been developed. The first scenario is the model recommended by City staff and is considered 100% funding – and acts as the baseline. The remaining three scenarios are derived from Scenario 1 by reducing staff and resource allocations to create three alternative models. In all models there is a basic need for a senior climate policy planner. This role is required to support the existing CAT staff, as the transition to the new Energy and Climate Action Department will result in additional scope of work for the current Manager of Climate Action.

Each scenario was evaluated on their impacts to these factors:

1. Volume of GHG emission reductions at risk of not being achieved by 2050
2. City-wide adaptation and resilience planning
3. Access to support for community energy and emission reduction programs
4. Level of services to enable community clean transportation transition

Climate Action Scenario 1 – 100% Funding (Targeting \$434K)

This CAT resource plan is outlined in the September 11, 2023 Council report and forms the request in the attached November 20th memo.

- \$120K – Senior Climate Policy Planner
- \$97K – Climate Change Adaption Specialist
- \$97K – Community Climate Program Coordinator
- \$120K – Corporate EV Fleet Project Manager

1. GHG Emission Impacts	<p>This model will enable the CAT to initiate work on actions that will support reducing an estimated 110,000 tonnes of CO_{2e} (~37% of total emissions as compared to 2016 levels), with some portion of emission reductions realized within the 4 year workplan.</p> <p>It strives to set up the City and the community with the policies, tools, infrastructure and incentives required to achieve the City's GHG emission reduction targets for 2030, 2040 and 2050</p>
2. Adaptation and Resilience	Includes a dedicated workplan to develop a city-wide adaptation and resilience plan, and ongoing implementation support, including climate change related emergency response planning and delivery.
3. Community Support and Buildings Emissions	Ensures that a focus on community support through targeted program development for climate vulnerable buildings, reducing energy consumption in all homes and businesses and transitioning to low carbon fuel systems. A priority program will be responding to Extreme Heat in vulnerable buildings.
4. Clean Transportation Transition	Includes a dedicated workplan to enable and support decarbonizing the transportation emissions in our community.

Climate Action Scenario 2 – 75% Funding (Targeting \$325K)

A reduction of funding to 75% will eliminate a dedicated a resource for community transportation emissions. The key action items would include developing EV retrofit programs and incentive structures for multiunit residential buildings, providing technical support guidance for building electrical load management, and establishing a public EV charging network deployment plan.

- \$120K – Senior Climate Policy Planner

- \$97K – Climate Change Adaption Specialist
- \$97K – Community Climate Program Coordinator

1. GHG Emission Impacts	75% funding will delay initiating work on reducing an estimated 60,000 tonnes of CO_{2e} (~20% of total emissions as compared to 2016 levels), which will introduce risk of not reaching the 2050 targets.
2. Adaptation and Resilience	Includes a dedicated workplan to develop a city-wide adaptation and resilience plan, and ongoing implementation support, including climate change related emergency response planning and delivery.
3. Community Support and Buildings Emissions	Ensures that a focus on community support through targeted program development for climate vulnerable buildings, reducing energy consumption in all homes and businesses and transitioning to low carbon fuel systems. A priority program will be responding to Extreme Heat in vulnerable buildings.
4. Clean Transportation Transition	No dedicated workplan for transportation emissions. The CAT will at a maximum initiate a single project from the transportation action in 2024.

Climate Action Scenario 3 – 50% Funding (Targeting \$217K)

In addition to delaying clean transportation work, a reduction of funding to 50% will eliminate a dedicated resource for Stream 2 Heat Response (August 28th, 2023 Council report). This work would be aimed at developing a targeted energy and emissions reduction program that will improve the indoor living conditions in the buildings that have been identified as being vulnerable to the impacts of extreme weather events.

- \$120K – Senior Climate Policy Planner
- \$97K – Climate Change Adaption Specialist

1. GHG Emission Impacts	50% of funding will delay initiating work on reducing an estimated 80,000 tonnes of CO_{2e} (~27% of total emissions as compared to 2016 levels), which will introduce risk of not reaching the 2050 targets.
2. Adaptation and Resilience	Includes a dedicated workplan to develop a city-wide adaptation and resilience plan, and ongoing implementation support, including climate change related emergency response planning and delivery.
3. Community Support and	No dedicated workplan to accelerate program development in response to Extreme Heat in vulnerable buildings.

Buildings Emissions	The CAT will at a maximum initiate a single task as part of the program development with anticipated program delivery to launch after 2026.
4. Clean Transportation Transition	No dedicated workplan for transportation emissions. The CAT will at a maximum initiate a single project from the transportation action in 2024.

Climate Action Scenario 4 – 25% Funding (Targeting \$108K)

In addition to delaying clean transportation and extreme heat response work, a reduction of funding to 25% will eliminate the initiation of developing a Climate Action Adaptation and Resilience Plan for the City and community. This staff resource would also work closely with the emergency management office (EMO) to support deployment of education and awareness messaging during extreme weather events and support the development of community Resilience Hubs.

- \$120K – Senior Climate Policy Planner

1. GHG Emission Impacts	25% of funding will delay initiating work on reducing an estimated 85,000 tonnes of CO_{2e} (~28% of total emissions as compared to 2016 levels), which will introduce risk of not reaching the 2050 targets.
2. Adaptation and Resilience	No dedicated workplan to develop a city-wide adaptation and resilience plan. The CAT will not have capacity to support EMO or other departments on climate adaptation and resilience related initiatives.
3. Community Support and Buildings Emissions	No dedicated workplan to accelerate program development in response to Extreme Heat in vulnerable buildings. The CAT will at a maximum initiate a single task as part of the program development with anticipated program delivery to launch after 2026.
4. Clean Transportation Transition	No dedicated workplan for transportation emissions. The CAT will at a maximum initiate a single project from the transportation action in 2024.

Electric Utility Enhancements – 100% Funding (Targeting \$210K)

The Electrical resource plan was outlined in the November 20th memo. These include:

- Meter Supervisor (reclassification/promotion): \$25K plus benefits
- Metering Technician (1 FTE): \$85K plus benefits
- Business Systems Analyst (1 FTE): \$100K plus benefits

All 3 enhancements are a result of the ongoing Advanced Meter Infrastructure project. The positions would be funded through the capital project for the duration of the project and would be reassessed once the project is complete. These positions are needed in order to ensure the timely delivery of the project as well as meet the increasing demands resulting from the project's complexity and scale. Of note, in advance of the AMI project, the Utility brought the metering services scope in-house after having subcontracted this scope of work for over 10 years. The 2nd meter technician is needed to meet the daily operational needs helping ensure we are able to deliver service in a timely manner.

Impacts if Funding is Reduced:

Not funding these positions will likely result in a significant delay in the AMI project schedule as well as an increase to the overall project budget resulting from the prolonged schedule and would also result in delayed core service delivery.

Appendix –

November 20, 2023 Memo: 2024 Budget – Integrating Climate Action and the Electrical Utility to Accelerate Implementation

Memorandum

To: Lisa Spitale,
Chief Administrative Officer

Date: November 20, 2023

From: Richard Fong,
Director of HR and IT

File: 2400318

Rod Carle
General Manager, Electrical Utility

Jackie Teed
Director, CAPD

Subject: 2024 Budget – Integrating Climate Action and the Electrical Utility to Accelerate Implementation

PURPOSE

The purpose of this memo is to provide Council with the proposal to restructure the Electrical Department by integrating the Climate Action Team with it and renaming the department the Energy and Climate Action Department. This department will have the mandate to drive innovation and implementation of the Climate and Environment Lens in the Strategic Plan.

OVERVIEW AND CONTEXT

The new Council Strategic Priorities Plan is an opportunity to evaluate the City's organizational structure to ensure appropriate alignment between departments, divisions, and functions in order to effectively and efficiently advance the strategic priorities and enhance service delivery. In particular, the City has experienced significant growth over the past decade as many work functions and priorities have been established or expanded. As such, the organizational and reporting structures need to be updated and modernized in order to reflect, and effectively respond to, the evolving and emerging needs, interests, and expectations of our growing City.

This report outlines the establishment of an Energy and Climate Action Department to achieve enhanced teamwork, integration, collaboration, and succession planning within the department, resulting in improved effectiveness, greater efficiency, improved decision analysis, and more resilient outcomes. This new Energy and Climate Action Department represents a modernization of the organizational structure, and provides an opportunity to be more innovative in the City's Electric Utility, and more effective in our implementation of the City's climate action plans in response to the City's 2019 Climate Emergency Declaration.

Electrical Utility – Current State

The City's Electrical Utility is currently facing the challenge of meeting the electrical needs of customers in a landscape that includes low carbon energy mandates (i.e. electric mobility, electric heating systems, etc.), a housing crisis with new mandated housing targets at the municipal level, extreme heat impacting habitability in existing buildings resulting in increased use of air conditioners, and building for climate resiliency and adaption, all while advocating for sustainable clean energy and conservation. Therefore, it is imperative that electrical infrastructure investments keep pace with increasing needs related to housing, population growth, and the concurrent drives to reduce consumption and shift to electrification of housing and transportation.

The current focus of the Electrical Utility is the efficient and reliable operation of the City's electrical distribution network. In order to effectively respond to the emergent needs of the City, the mandate of the Electrical Utility needs to be expanded by incorporating innovation, long range planning, and energy business expertise to its core functions. This will be achieved with the creation of the Energy and Climate Action Department

The next cycle of strategic planning and implementation will form the foundation of the Electric Utility for the foreseeable future. The establishment of a restructured department is an important first step in that process and will guide all future actions.

Climate Action Team – Current State

The Climate Action Team (CAT) formed in early 2020 and is currently composed of a manager and two staff. The function of the CAT is to:

- Develop and maintain climate strategies
- Complete regulatory reports related to carbon pollution
- Identify and develop climate action related policies and tools
- Report on progress on existing strategies, and
- Design and deliver community programs centered on energy and carbon pollution reduction through platforms such as Energy Save New West

Having completed the development of the Corporate Energy & Emissions Reduction Strategy (September 2020), eMobility Strategy (June 2022), and Community Energy and Emissions Plan 2050 (October 2022), the CAT is focused on the implementation actions identified in these strategies to ensure the City can reach the GHG emission reduction targets set out by the City's Climate Emergency Declaration (2019). Of the 124 implementation actions identified through the City's climate action strategies, 66 will be led by, or require significant contributions from, the CAT. The implementation actions extend far beyond low-carbon energy, as the CAT plays a significant role in implementing actions within each of the City's [Seven Bold Steps](#). It should be noted that the existing workplan and the role of the CAT will not be compromised by this departmental restructure, rather the restructure will enhance the work that the CAT has been, and will continue, to do.

As identified in the August 28, 2023, and September 11, 2023 Council reports on climate action workplan acceleration and resulting financial implications, respectively, both the size and structure of the CAT requires evaluation in order to achieve the City's emission reduction targets. Aligning the CAT with the Electric Utility, by bringing the teams together into a new department, will enhance the structural capabilities to execute on some key aspects of the climate action accelerated workplan.

Based on the climate action strategies, energy conservation and a transition to clean energy, such as grid connected electricity, is an integral component in achieving the City's GHG emission reduction targets. Working in close collaboration with the Electric Utility has always been a priority for the CAT in the delivery of the comprehensive climate action workplan. Coming together with the Electric Utility under the Energy and Climate Action Department, will strengthen the ability for the CAT to deliver innovative community programming centered around electrification, energy conservation and demand management through Energy Save New West, while continuing to advance all other implementation actions the team is responsible for leading in areas such as buildings (new and existing), eMobility, corporate reporting, policy development, education and awareness and climate adaptation and resilience.

Additionally the CAT will continue to collaborate with other departments to activate climate action implementation in their respective areas of responsibility. Enhancement requests to advance the Bold Steps are included within individual department memos to support achieving goals and targets through departmental workplans, establishing their leadership role within the Bold Steps by 2030. For example, Bold Step #6 and #7 by Parks & Recreation, Bold Step #1, #2 and #7 by Engineering Services and Bold Step #3 by CAPD.

ALIGNMENT WITH THE STRATEGIC PLAN

The Energy and Climate Action Department would be established by bringing together the Climate Action Team from CAPD and the existing Electrical Utility. This will enable the department to streamline the strategic alignment and integration of climate action

plan implementation with the delivery of clean and reliable energy into one cohesive and collaborative department. This reimagined and restructured department would expand the current Electrical Utility to include strategic policy direction, fiscal decision making, energy business expertise to augment the department's mandate, climate action implementation, climate adaptation and resilience planning, as well as address the growing energy needs of the City.

Expanding on the current Electric Utility mandate, the new Energy and Climate Action Department would achieve the following desired outcomes:

- Enhance strategic decision making to leverage the opportunities of the City's Electrical Utility mandate and the trend towards electrification of buildings and transportation driven by Climate Action.
- Develop a policy framework to advance climate initiatives and optimize low carbon fuel credit generation and other carbon offset opportunities.
- Achieve direct alignment with the public policy goals of Council.
- Advance the Asset Management and Infrastructure Strategic Priority.
- Further the Utility's resilience through diversification within the renewable energy sector and strive towards completion of the City's District Energy project.

The new objectives of the Energy and Climate Action Department would include the following:

1. Expand the professional management structure to become the corporate strategic partner on energy and climate within SMT.
2. Expand the department by adding strategic policy development and long range planning to the mandate.
3. Expand the department by adding climate change adaptation and resilience to the mandate.
4. Expand the department by adding energy business strategy development to the mandate.
5. Provide energy and climate policy and business strategy to Council.
6. Provide leadership expertise to the Electrical Utility Commission.

FINANCIAL IMPLICATIONS

The new Energy and Climate Action Department is made up of existing positions. No existing positions will be eliminated as a result of bringing together these two existing teams under one new departmental structure.

Where applicable, existing management positions will be reclassified and retitled to reflect the scope and mandate of the Energy and Climate Action Department. No new funding is required.

The Electrical Utility General Manager position will be reclassified and retitled to Director of Energy and Climate Action. There will be two Divisions in the Department, both led by Deputies: Energy Utility; and Energy Innovation and Climate Action. The divisions will be structured as follows:

- Energy Utility Division: (1) Energy Utility Operations (including Renewable/District Energy), Electrical Services and Engineering Design & Planning; (2) BridgeNet Dark Fiber Utility; and (3) Energy Utility Policy and Business Systems.
- Energy Innovation and Climate Action Division: (1) Energy and Business Innovation; and (2) Corporate and Community Climate Action.

Within the Energy Utility division, there are no new additional staffing requirements identified at this time as a result of the merger. There are operational enhancements that have previously been identified which will be included in the 2024 Budget Utilities process. These include:

- Metering Technician (1 FTE): \$85K plus benefits
- Business Systems Analyst (1 FTE): \$100K plus benefits

Also, work continues to fill existing vacancies which are needed to deliver on the workplans moving forward.

For the Energy Innovation and Climate Action Division, the staffing needs will be addressed by advancing the accelerated Climate Action workplan. At the request of Council, staffing and resource needs were identified in a report to Council on September 11, 2023 to support delivery of the accelerated 4 year workplan through a 2-year resourcing approach.

Staffing needs identified for 2024 and 2025 are being brought forward as part of the 2024 and 2025 Budget process. The Climate Action Reserve is the identified funding source for the CAT operating cost.

The proposed staffing needs are presented in the following table:

Table 1: Target Driven Climate Action Workplan - Staffing Needs Table (from September 11, 2023 report to Council, with minor wording updates to align with the new proposed departmental structure and mandate)

Sector	Existing Staff 2023	Proposed New Staff 2024	Proposed New Staff 2025
Cross-Sectoral	Deputy of Energy Innovation and Climate Action 1 existing FTE	Senior Climate Policy Planner 1 new FTE; (\$120K plus benefits)	Education and Awareness Coordinator 1 new FTE; (\$97K plus benefits)
Regulatory Reporting	Energy and Emissions Specialist 1 existing FTE	--	--
Building Emissions (existing & new construction)	Energy and Emissions Specialist 1 existing FTE	Community Climate Program Coordinator 1 new FTE; (\$97K plus benefits)	--
Adaptation and Resilience	--	Climate Change Adaptation Specialist 1 FTE; (\$97K plus benefits)	Energy Utility Innovation Planner 1 FTE; (\$120K plus benefits)
EV Charging	--	EV Program Manager 1 new FTE; (\$120K plus benefits)	--
Community Transportation Emissions	--	--	1 RFT eMobility Specialist 1 new FTE; (\$97K plus benefits)
New FTE and salary costs	0 New FTE	4 New FTE - \$434,000 plus benefits	3 New FTE - \$314,000 plus benefits

The proposed staffing plan involves the establishment of permanent positions over a multi-year period. The estimated salary costs are \$434,000 in 2024, and \$314,000 in 2025 (based on the 2021 collective agreement). The total salary cost associated with all the positions referenced above, for the 2 year period, is approximately \$748,000. It is important to recognize that these permanent positions represent ongoing costs and would continue beyond the specified budget years.

Memorandum

To: Lisa Spitale,
Chief Administrative Officer

Date: November 20, 2023

From: Richard Fong,
Director of HR and IT

File: 2400318

Rod Carle
General Manager, Electrical Utility

Jackie Teed
Director, CAPD

Subject: 2024 Budget – Integrating Climate Action and the Electrical Utility to Accelerate Implementation

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ALIGNMENT WITH THE STRATEGIC PLAN

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5. Provide energy and climate policy and business strategy to Council.
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Table 1: Target Driven Climate Action Workplan - Staffing Needs Table (from September 11, 2023 report to Council, with minor wording updates to align with the new proposed departmental structure and mandate)

Sector	Existing Staff 2023	Proposed New Staff 2024	Proposed New Staff 2025
Cross-Sectoral	Deputy of Energy Innovation and Climate Action 1 existing FTE	Senior Climate Policy Planner 1 new FTE; (\$120K plus benefits)	Education and Awareness Coordinator 1 new FTE; (\$97K plus benefits)



NEW WESTMINSTER

Regulatory Reporting	Energy and Emissions Specialist 1 existing FTE	--	--
Building Emissions (existing & new construction)	Energy and Emissions Specialist 1 existing FTE	Community Climate Program Coordinator 1 new FTE; (\$97K plus benefits)	--
Adaptation and Resilience	--	Climate Change Adaptation Specialist 1 FTE; (\$97K plus benefits)	Energy Utility Innovation Planner 1 FTE; (\$120K plus benefits)
EV Charging	--	EV Program Manager 1 new FTE; (\$120K plus benefits)	--
Community Transportation Emissions	--	--	1 RFT eMobility Specialist 1 new FTE; (\$97K plus benefits)
New FTE and salary costs	0 New FTE	4 New FTE - \$434,000 plus benefits	3 New FTE - \$314,000 plus benefits

The proposed staffing plan involves the establishment of permanent positions over a multi-year period. The estimated salary costs are \$434,000 in 2024, and \$314,000 in 2025 (based on the 2021 collective agreement). The total salary cost associated with all the positions referenced above, for the 2 year period, is approximately \$748,000. It is important to recognize that these permanent positions represent ongoing costs and would continue beyond the specified budget years.

REPORT

Climate Action, Planning and Development

To: Mayor Johnstone and Members of Council, Closed Council Meeting **Date:** September 11, 2023

From: Serena Trachta,
Acting Director of Climate Action,
Planning and Development **File:** 09.1742.20

Item #: 2023-575

Subject: **Accelerating Climate Action to Meet Targets and Address Extreme Heat: Staffing and Financial Considerations**

RECOMMENDATION

THAT Council direct staff to forward the service enhancement requests, as outlined in Attachment 1 of this report, for the 2024 and 2025 Operating budget deliberation. These service enhancements would be offset by Climate Action revenues.

THAT Council direct staff to pursue steps required to use Climate Action Levy to offset Climate Action Team operating costs.

PURPOSE

To seek Council direction to forward service enhancement requests required to deliver an accelerated climate action workplan, for the 2024 and 2025 Operating budget deliberation. The cost of the service enhancements will be offset by revenue collected through the Climate Action Levy.

EXECUTIVE SUMMARY

The CAT has made significant strides in advancing climate action, most notably by developing the City's climate action strategies: Community Energy and Emissions Plan 2050, Corporate Energy and Emissions Reduction Strategy, and eMobility Strategy, however, the current staffing level for the CAT is insufficient to meet the City's carbon emission reduction targets and to implement Stream 2 Extreme Heat Response.

As outlined in the August 28, 2023 council report (attachment 2), to set the City on the path to achieving the greenhouse gas emission reduction targets as defined in the Climate Emergency Declaration, the City will need to increase staffing on the Climate Action Team in order to deliver an accelerated CAT workplan.

The City established a Climate Action Reserve Fund in June 2022 and to date, revenue collected for the purpose of delivering climate action has not been specifically allocated to offset the operating budget or support the capital budget for the Climate Action Team. Staff proposes to pursue steps required to facilitate use of Climate Action Levy to offset Climate Action Team operating cost enhancements, such as the proposed new positions needed to meet the City's carbon emission reduction targets and to implement Stream 2 Extreme Heat Response.

BACKGROUND

Need to Accelerate Climate Action Team (CAT) Workplan

The Climate Action Team (CAT) is composed of 2 staff and 1 manager. The function of the CAT is to:

- Develop and maintain climate strategies
- Complete regulatory reports related to carbon pollution
- Identify and develop climate action related policies and tools
- Report on progress on existing strategies, and
- Design and deliver community programs centered on energy and carbon pollution reduction

The CAT has made significant strides in advancing climate action, most notably by developing the City's climate action strategies: Community Energy and Emissions Plan 2050, Corporate Energy and Emissions Reduction Strategy, and eMobility Strategy. Of the 124 implementation actions identified through the City's climate action strategies, 66 will be lead by, or require significant contributions from, the CAT (attachment 2).

The current staffing level for the CAT is insufficient to meet the City's carbon emission reduction targets and to implement Stream 2 Extreme Heat Response. In order to meet those targets, the CAT needs to accelerate work on the implementation actions across each sector represented within the 66 assigned actions including:

- Existing Buildings
- New Buildings
- EV Charging (home, work, public)
- Micro eMobility
- Corporate Emissions (buildings, fleet, and policies)
- Energy Demand Management
- Local Energy Supply and Heat Recovery (building level)
- Natural Systems
- Waste Reduction

Staffing Need

As outlined in the August 28, 2023 council report (attachment 2), to set the City on the path to achieving the greenhouse gas emission reduction targets as defined in the Climate Emergency Declaration, the City will need to increase staffing on the Climate Action Team in order to deliver an accelerated CAT workplan.

Attachment 1 contains comprehensive details regarding the staffing needs to deliver an accelerated CAT four year workplan which will support meeting the City's greenhouse gas emission reduction targets as set out through the Climate Emergency Declaration. In the year 2024, a total of four climate action team staff positions are required, while in 2025, an additional three positions will be necessary. The staffing plans are based on delivering a climate action target-driven workplan and taking into account the following considerations:

- The existing team of staff supporting policy, advocacy, community programs and strategy for new construction buildings and public electric vehicle charging, and delivering regulatory related reports is insufficient to advance existing building policy, programs and strategy (including extreme heat response), electrification policy, corporate buildings and fleet strategy, education and awareness and interdepartmental support on climate lens.
- For 2023, staff have slowed the pace of development on electric vehicle charging policy to support increasing volume and accelerating the delivery of multi-lingual heat preparedness support services.
- Permanent positions are recommended alongside year over year growth, anticipating that as actions are implemented, those actions will have components that will require year over year maintenance, support, review and reporting.
- A breadth of positions is required, given the broad scope of the Climate Action portfolio, which required expertise in education and awareness development, energy and emissions program design, project management, policy development, people management, building science and technology and electric utility policy solutions.

Climate Action Revenue

The City established a Climate Action Reserve Fund in June 2022 (attachment 3), which contains climate action related revenues from the sources presented in the following table including revenue from the Climate Action Levy. To date, revenue collected for the purpose of delivering climate action has not been specifically allocated to offset the operating budget or support the capital budget for the Climate Action Team, which formed in February 2020; and staff proposes to pursue steps required to facilitate use of Climate Action Levy to offset Climate Action Team operating cost enhancements.

Revenue Source and First Revenue Generating Year	Description	Approximate Revenue (\$/yr)
Climate Levy (2020)	In response to council's Climate Emergency Declaration in March 2019, Council adopted a 2.5% Climate Levy on electric utility bills, which came into effect January 1 st , 2020, which increased to 3.5% in January 2021*. The intent of the levy is to fund the City's climate emergency response. *Note that the additional 1% was not collected during the pandemic and has resumed recently.	\$2 M/yr
Low Carbon Fuel Standard (2022)	The Climate Action Team identified that the City has a regulatory duty to report to the Province through the Low Carbon Fuel Standard, as a supplier of low carbon transportation fuel (electricity). Low Carbon Fuel Credits generated from the report are able to be sold to other regulated fuel suppliers. The CAT identifies sources of credits, develops quantification methodologies and collaborates closely with the Province to ensure annual credit validation. The CAT ensured the City could claim credits for prior years (2014 – 2019) without penalty.	\$4 M/yr
Local Government Climate Action Program (2008 – considering former Climate Action Revenue Incentive Program)	The City, as signatories of the Climate Action Charger (signed July 2008), receives annual funding from the Province, intended specifically for climate action related spending, through this program. In order to remain eligible for the funding, the CAT prepares a comprehensive annual report on corporate emissions and community climate action initiative progress.	\$285,000 /yr
Other	Other contributions and interest earnings as outlined in the Climate Action Reserve Fund Bylaw (attachment 3)	Varies

FINANCIAL CONSIDERATIONS

Since adoption approximately \$6.1M has been collected through the Climate Levy and allocated to the Climate Action Reserve Fund. On average, approximately \$1.9 million is collected annually.

The proposed staffing plan involves the establishment of permanent positions over a multi-year period. The estimated salary related costs are approximately \$592,000 in 2024, and \$432,000 in 2025. It is important to recognize that these permanent positions represent ongoing costs and would continue beyond the specified budget years. If the proposed plan receives council's endorsement, a service enhancement request will be submitted during the upcoming budget process. This request will provide further details and justification for the staffing plan, ensuring that adequate resources (inclusive of HR and IT costs) are allocated to support the accelerated CAT workplan.

INTERDEPARTMENTAL LIAISON

Consultation with Finance, Electric Utility, Climate Action, Planning and Development and Engineering Departments was undertaken in preparing this report.

OPTIONS

There are three options for consideration:

1. That Council direct staff to forward the service enhancement requests, as outlined in Attachment 1 of this report for the 2024 and 2025 Operating budget deliberation. These service enhancements would be offset by Climate Action revenues.
2. That Council direct staff to pursue steps required to use the Climate Action Levy to offset Climate Action Team operating costs.
3. That Council provide staff with other direction.

Staff recommends options 1 and 2.

ATTACHMENTS

Attachment 1: Climate Action Team Staffing Requirements Table

Attachment 2: Council Report Dated August 28, 2023

Attachment 3: Climate Action Reserve Fund Bylaw

APPROVALS

This report was prepared by:

Leya Behra, Manager of Climate Action

This report was reviewed by:

Jacqueline Dairon, Acting Chief Financial Officer

Jackie Teed, Acting Director of Climate Action, Planning and Development

This report was approved by:

Serena Trachta, Acting Director of Climate Action, Planning and Development

Lisa Spitale, Chief Administrative Officer

Memorandum

To: Lisa Spitale,
Chief Administrative Officer

Date: December 4, 2023

From: Richard Fong,
Director of HR and IT

File:

Dean Gibson
Director of Parks and Recreation

Blair Fryer
Senior Manager, Economic
Development and Communications

Subject: **Budget 2024: Creating Synergies and Community Partnerships with a new Community Services Department – Analysis if Funding were Reduced**

PURPOSE

The purpose of this memo is to answer Council's question regarding the impacts to new Community Services Department work plans should requested funding not be provided for 2024, including related impacts to Council's strategic priorities.

BACKGROUND

Attached with this memo is the November 20th memo which outlines the funding request needed to create synergies and community partnerships with a new Community Services Department. At the November 20th Budget Workshop, Council requested that staff provide an analysis of the impacts to the new department's work plans that support the *People-Centered Economy* and *Community Belonging & Connecting* strategic priorities, if funding could not be approved. This memo outlines those anticipated impacts.

Following Council's adoption of the Strategic Priorities Plan on May 8, 2023, Economic Development staff in the Office of the CAO led an interdivisional process to align work plan items to new strategic priorities, notably the objectives and outcomes outlined in the *People-Centered Economy* and *Community Belonging and Connecting* focus areas. This resulted in an overarching work plan for the Economic Development, Business

Licensing, Anvil Centre Conference Services, Community Arts and Theatre, Museum and Heritage, and Art and Technology divisions with 75 items planned from 2023-2026. One third of these items are planned to commence, or continue, in 2024.

Similar efforts focusing on the *Community Belonging & Connecting* strategic priority have occurred through the Special Events division (presently housed in the Parks and Recreation department), with additional events, activations, and campaigns planned in 2024

The bulk of the enhancement request for the new Community Services Department is for funding of new staff positions focused on implementation of two of Council's strategic priorities: *People-Centred Economy* and *Community Belonging & Connecting*.

Funding Request: People-Centred Economy

- Business Growth Coordinator: 1.0 TFT, \$66K plus benefits (funding phased in over 2024 and 2025). This role would provide support to implement strategic plans and priorities (e.g. 2023-2026 Council Strategic Priorities Plan, Retail Strategy Action items, committed work plan items, etc.), including the development and actioning of processes and programs targeting retention and expansion of existing local business.
- Business Licensing Clerk (Clerk 3): 0.6 (20 hours) TPT, \$28K plus benefits. This role, which has been funded on an auxiliary basis in 2022 and 2023, supports the Business Licensing front counter and application processing.

Without support for these positions, existing staff will have to fulfill related tasks, and will be unable to prioritize new work plan items as envisioned. Additionally, responsiveness to action items requested by Council, initiated by committees, through other departments, or through consultation with business stakeholders, will be challenged. Further, given the interplay between the new community partnerships function and economic development division work, failure to fund these staff enhancements will make it challenging for the new department to fulfil its leadership role and meaningfully advance work plan items with respect to the *People-Centred Economy* strategic priority.

The following *People-Centered Economy* work plan items will experience a ripple effect as a result of not funding the staff enhancement requests:

- Retail Strategy Implementation – The Business Growth Coordinator is a direct recommendation from the Retail Strategy and implementation actions resulting from it will be delayed.
- Economic Impact Model – Work will be delayed.
- Patio Program – Will move from proactive planning to reactive response only.
- Street Entertainment Policy Refresh and Parklet Activation – Will not be initiated in time for the summer 2024 season, as requested by business stakeholders, and will move from proactive planning to reactive response only.
- Scoping and initial engagement for Economic Impact Study of local tech and creative industry – Work will likely be postponed to a future year.
- Bolster tourism sector – Will move from proactive planning to reactive response only.
- Shop Local Campaigns with Collaborative Marketing Group – Will be reduced to minimally-acceptable levels based on staff capacity.
- eApply – As it relies on the redevelopment of the Business Licence Bylaw and Liquor Policy development, completion of this will be delayed as a result of staff capacity.
- Updated Materials and Information - Will move from proactive planning to reactive response only.
- Business Licence Bylaw Update – Work is nearing completion but has a communications and implementation component for 2024 which may be challenged based on staff capacity.
- Liquor Policy Update – Work will commence, but will be governed by staff capacity. If necessary, will be shifted to later in 2024 or into a future year.
- Business Resiliency Policies - Will move from proactive planning to reactive response only.
- Administer a business survey every 3 years – Based on staff capacity, may be postponed if resourcing is inadequate to launch the planned economic development strategy refresh.

Funding Request: Community Belonging & Connecting

- Assistant Program Coordinator (Special Events): 1.0 FTE, \$67.5K plus benefits (funding phased in over 2024 and 2025). This role, which has been funded on a temporary basis in 2022 and 2023 has proven essential in supporting and sustaining community festivals and activations to the levels recently enjoyed.
- Events and Activations: \$14K, specific to auxiliary staffing and supplies for weekly Pier Park activations as a part of the Downtown Livability response.

The service delivery model for the Special Events division includes the production and hosting of two major city events involving many community partners: Canada Day and Remembrance Day. Staff also work throughout the year to coordinate city services for 10+ local organizations that produce events through the City Grant Program, in addition

to acting as a primary resource to over 20+ community organizations for planning and execution of local events and festivals.

The following *Community Connecting & Belonging* work plan items will be impacted as a result of not funding related staff enhancement requests:

- Annual campaigns such as Shine Bright, Family Day, Easter Across the City, etc.: City support will be ended to accommodate other priorities (per the service delivery model.)
- Park Activations at Westminster Pier Park (July and August), and neighbourhood activations at Hume Park and Moody Park will be removed from the work plan.
- Logistical support for Indigenous Peoples' Day, Truth and Reconciliation, and Chief Ahan Commemoration: Special Events participation will be eliminated due to limited staff capacity.

It is also important to note that, given a new community partnerships function within the Community Services department is envisaged as the resource lead for the *Community Belonging & Connecting* strategic priority moving forward, failure to fund the related staff enhancement request will challenge ability to perform this critical role and meaningfully address work plan items.

CONCLUSION

Staff work plans for implementing the *People-Centred Economy* and *Community Belonging & Connecting* strategic priorities through the new Community Services Department are comprehensive and interconnected. Should necessary related funding enhancements not be approved, staff will work to adjust work plans and delivery timelines accordingly. In that event, it should be noted that additional consultation may be required to re-visit related Council and community priorities.

APPENDIX 1: November 20, 2023 Council Report – 2024 Budget: Creating Synergies and Community Partnerships with a new Community Services Department

Memorandum

To: Lisa Spitale,
Chief Administrative Officer

Date: November 20, 2023

From: Richard Fong,
Director of HR and IT

File: 239600

Dean Gibson
Director of Parks and Recreation

Blair Fryer
Senior Manager, Economic
Development and Communications

Subject: 2024 Budget – Creating Synergies and Community Partnerships with a new
Community Services Department

PURPOSE

The purpose of this memo is to provide Council with the rationale that creates a new Community Services Department. This department will have the mandate to drive implementation of the *People-Centred Economy* Strategic Priority and the *Community Belonging and Connecting* Strategic Priority.

OVERVIEW AND CONTEXT

This memo outlines a restructuring plan that establishes a new Community Services Department from seven divisions under the Office of the CAO and a division from the Parks and Recreation Department. Amalgamating these functions under a new department will better align community-facing functions, improve services to the community and create internal efficiencies.

The new Council Strategic Priorities Plan is an opportunity to evaluate the City's organizational structure to ensure appropriate alignment between departments, divisions, and functions in order to effectively and efficiently advance the strategic priorities and enhance service delivery.

The 2023-2026 Council Strategic Priorities Plan, like the 2018-2022 Strategic Priorities Plan, identifies synergies between the City's economic development and culture divisions, and provides a clear mandate for closer collaboration through the *People-Centred Economy* strategic priority. The Strategic Plan also highlights the importance of *Community Belonging and Connecting*, and the need to sufficiently resource work over

the next three years to contribute positively to related objectives and outcomes of this strategic priority.

The Community Services Department will align several community-focused functions and divisions within the City. The Department mandate will focus on community services to support the needs and interests of the growing New Westminster community. Economic Development, Conference Services, Community Arts & Theatre Services, Museums & Heritage Services, Arts & Technology, Filming, Special Events, Public Engagement, and Communications will all be integrated under one department.

A new Community Partnership division will be created as a component of the Economic Development Office to support the *Community Belonging and Connecting* Strategic Priority. This division will look to leverage community partnerships and promote opportunities for unique events and activations throughout the community, including in the City's commercial areas. The Community Partnership division would consist of City Grants, Special Events, Filming and elements of the Downtown Livability Plan. The inclusion of Special Events and Filming will foster greater planning and coordination across both economic development and culture divisions.

Department Objectives

1. Maximize effectiveness in implementation of strategic priorities and resulting work plans, and new initiatives as they arise.
2. Improve cross-divisional collaboration between the corporation's Culture and Economic Development functions.
3. Provide effective leadership, oversight, and information flow across the aforementioned divisions.
4. Better connect community-facing divisions through the addition of a new function that integrates Community Partnerships, Livability Initiatives, City Grants, Filming, and Special Events.
5. Ensure better connection between functions based out of Anvil Centre and those of the Corporation, to Council priorities and community needs.
6. Strengthen community connections through information-sharing (Communications) and inviting community voices into decision-making (Public Engagement).
7. Promote Community Partnerships by organizing and overseeing a variety of community relations and outreach programs, events and initiatives with residents, businesses, associations, and other community groups.
8. Provide corporate leadership and subject matter expertise to the *Community Belonging and Connecting* strategic priority area.

ALIGNMENT WITH THE STRATEGIC PLAN

Establishing a new Community Services Department aligns with both the objectives and outcomes of the *People-Centred Economy* and *Community and Belonging* strategic priorities. It also highlights the integrated approach to economic development articulated during the strategic planning process and the role that arts and culture, film, special events, community development and partnerships, and non-profits all play in the community, and the local economy.

Community Belonging and Connecting

The Strategic Plan identifies the *Community Belonging and Connecting* priority as a central and unifying theme anchoring the remaining four Strategic Priorities. As an extension of the City's vision to be a vibrant, compassionate, resilient city where everyone can thrive, *Community Belonging and Connecting* emphasizes further a community where everyone belongs and has the opportunity to connect and contribute.

Key objectives for this priority area include people feeling a sense of belonging through a shared sense of connection and identification with others; people experiencing shared connection points, created through an environment where their contributions matter and are welcomed; individuals, groups, and organizations becoming interconnected, linked, and working towards common goals; and community connectivity creating a strong sense of social cohesion enabling individuals and groups to support each other.

Appreciating that the *Community Belonging and Connecting* priority represents a new area of focus and the resulting outcomes are largely aspirational in nature, the City's focus is on effecting belonging and connectedness both individually and collectively; supporting greater awareness and appreciation for the diversity of cultures across our city; empowering and supporting groups and organizations to more fully reflect the evolving diversity of the community; and equipping City staff, services, and processes to more fully reflect and support a range of diverse community needs.

The establishment of the new Community Services Department is aligned with both the objectives and aspirational outcomes of the *Community Belonging and Connecting* Strategic Priority. The structure of the new department, particularly through the Community Partnerships function, addresses a previously identified need to provide leadership capacity and serve as a corporate and community resource for the Community Belonging and Connecting priority area. This approach has supplanted some of need to seek previously envisioned additional staffing resources to advance this priority.

People-Centred Economy

The City works to create conditions that give people access to business opportunities and employment, and an environment that supports growth and innovation. Through the *People-Centred Economy* strategic focus area, we work to ensure a local, nimble, resilient economy that serves our local community.

Key objectives for this strategic priority area include providing support for business in ways that shorten processing and permitting times, attracting and retaining businesses that improve the community's overall economic well-being and provide sustainable employment opportunities, including for Indigenous and equity-seeking communities, and strengthening of relationships with local business partners and regional economic organizations, including those in the arts, culture, and tourism sectors that make New Westminster a richer place.

People-Centred Economy outcomes flow directly from this priority area's objectives and include implementation of the recently-approved Retail Strategy to foster active commercial areas, aligning the City's organizational structure to acknowledge and amplify the important role arts, culture, special events and filming play in economic development, and, using the relevant data to inform decision-making, modernize business-related policies and procedures to better respond to the needs of the business community today, while preparing the community for the economic opportunities of tomorrow.

FINANCIAL IMPLICATIONS

The new Community Services Department will be primarily comprised of existing positions within several divisions of the organization. A Director position is required to provide overall department leadership. The Director position will be funded by the reallocation of funding from a previous vacant Director position (in Legislative Services) with a top up to reflect the current pay band. No existing positions will be eliminated as a result of bringing together these divisions under one new departmental structure.

As part of the implementation of the Strategic Plan, departments had already identified where additional resources would be needed. The Parks and Recreation Department identified the following to advance the Community Belonging and Connecting Priority:

- **Assistant Program Coordinator (Special Events)**, 1.0 FTE, \$67.5K plus benefits (funding phased in over 2024 and 2025). This role, which has been funded on a temporary basis in 2022 and 2023, has proven essential in supporting and sustaining community events and activations to the levels recently enjoyed. The position has, and is proposed to continue to, provide an emphasis on activities and events organized with and through community groups and local businesses that promote community livability in the Downtown

throughout the year and, among other responsibilities, to specifically facilitate community activations at Westminster Pier Park.

- **Events & Activations** – \$14K. Specific to auxiliary staffing and supplies for weekly Westminster Pier Park activations as part of the Downtown Livability response.

The Economic Development Office identified the following to advance the People-Centred Economy Strategic Priority:

- **Business Growth Coordinator:** 1.0 TFT, \$66K plus benefits (funding phased in over 2024 and 2025). This role would provide support to implementation of strategic plans and priorities (e.g. 2023-2026 Council Strategic Priorities Plan, Retail Strategy action items, etc.), including development and actioning of processes and programs targeting retention and expansion of existing local business.
- **Business Licensing Clerk (Clerk 3):** 0.6 (20hrs) TPT, 28K plus benefits. This role, which has been funded on an auxiliary basis in 2022 and 2023, supports the Business Licensing front counter and application processing.

Memorandum

To: Lisa Spitale,
Chief Administrative Officer

Date: December 4, 2023

From: Erin Williams
Fire Chief

File: 2406059

Subject: 2024 Budget – Strengthening the Emergency Management Office and the Public Safety and Fire Prevention Division – Analysis if funding Were Reduced

PURPOSE

The purpose of this memo is to answer Council's question regarding the impacts to the Emergency Management Office and Fire Prevention Office if funding levels were reduced.

EXECUTIVE SUMMARY:

The impacts of full and reduced budget enhancement approvals are reported within. Full approval of the funding request will provide 2 FTEs and cost \$178K + benefits. This will allow maintenance of current service levels despite the increased workload to meet the new requirements for Community Hazard Risk Vulnerability Analysis and Business Continuity Plans as well as to continue some work underway to improve response plans for extreme weather events and develop data analytics to guide resource deployment and management decisions.

Approving an additional EMO FTE and denying the request for an additional FPO FTE will result in reduced FPO support for the EMO, extended life safety inspection cycles, and reduced collaborative emergency preparedness activities with the community.

Without any increased staffing to the EMO nor the FPO will result in reduced service levels as staff is re-allocated to the work prescribed by the new legislation and regulations. As a result, only the highest-priority community collaboration EMO activities will be preserved, life safety inspection cycles will be extended, compliance with the new regulations may not meet deadlines resulting in fines for the City and the EMO could be closed during vacation periods of the only employee if the Deputy Chief is seconded to the Crises Response Team.

BACKGROUND

Attached with this memo is the November 20th memo which outlines the funding request for the Emergency Management Officer and the Fire Prevention Office. At the November 20th Budget Workshop, Council asked that staff provide an analysis of the impacts to the service delivery model if funding could not be approved.

ANALYSIS

The impacts to the service delivery model for the Extreme Weather Preparedness initiatives are analyzed for three funding scenarios: 1) 100% funding per the budget request, 2) funding Emergency Management Office (EMO) for 1 FTE without funding for an additional FTE for the FPO and 3) no funding for additional staff for either office.

Scenario 1 – 100% Funding, Emergency Management Office 1.0 FTE and Fire Prevention Office 1.0 FTE (\$178K + Benefits)

This service delivery model is summarized in the Memo dated November 20, 2023 and includes the following:

Emergency Management Office (EMO)

- Development of collaborative programs to build resilience at different levels of the community in preparation for a wide range of emergencies including extreme weather events
- Implementation of processes for increasing community awareness of emerging situations the EMO is monitoring;
- Provide timely support for seasonal challenges, particularly to vulnerable populations,
- Collaboration with local businesses, non-profit and faith based organizations, and outside agencies for community preparedness and response to emergencies,
- Update Community Hazard Risk and Vulnerability Assessments to comply with the new legislation; and
- Create Business Continuity Plans for the City's departments in the event of sustained emergencies affecting City operations to comply with the new legislation and regulations.

Fire Prevention Office (FPO)

- Development of new and updated fire safety guidelines and policies to provide clarity for new development projects with the lens of emergency response ability;
- Strengthen our use of data and technology to effectively strategize fire prevention and emergency response outreach and operational efforts; and
- Support for the implementation of established and new EMO initiatives without compromising the existing level of service.

Scenario 2 – Partial Funding, Emergency Management Office 1FTE (\$78K + Benefits) without additional Fire Prevention Office staff.

This service delivery model supports the EMO only and would result in lesser service from the FPO. The partial funding will limit the team's ability to implement initiatives and conduct outreach efforts and will have the following impact:

- Reduced connections with community groups and residents to assist with implementing extreme weather initiatives;
- Inefficiencies resulting from the lack of insight on the nature of the building stock in the City;
- Extended life safety inspection cycles decreasing inspection frequency; and
- Reduced FPO support for EMO operations.

Scenario 3 – No funding for additional EMO and FPO staff

This service delivery model will create vulnerabilities in our core EMO and FPO services as it will require reduced service levels from EMO and FPO. Services will be halted or delayed to accommodate newly legislated and regulated activities. The expected impact of this scenario on our ability to support the community are as follows:

- Reduced connections with community groups and residents, to assist with implementing extreme weather initiatives requiring these to be limited to the highest priority initiatives only;
- Limited ability to respond to simultaneous extreme weather event such as extreme heat and a non-weather related emergencies;
- Inefficiencies resulting from the lack of insight on the nature of the building stock in the City
- Extended life safety inspection cycles decreasing inspection frequency,
- Delayed completion of critical response guides, community hazard risk and vulnerability assessments and business continuity plans as required by the new legislation and regulations which will hinder our community's preparedness and could result in the City being fined; and
- EMO may be closed during some EMO periods when the only EMO employee is on vacation if the Deputy Chief is seconded to the Crises Response Team initiative.

ATTACHMENTS – November 20th Budget Memo - Being Prepared for Extreme Weather Events by Strengthening the Emergency Management Office and the Public Safety and Fire Prevention Division

Memorandum

To: Lisa Spitale,
Chief Administrative
Officer

Date: November 20, 2023

From: Erin Williams
Fire Chief

File: 2400147

Subject: 2024 Budget – Being Prepared for Extreme Weather Events by
Strengthening the Emergency Management Office and the Public
Safety and Fire Prevention Division

PURPOSE

The purpose of this report is to provide the rationale for the service enhancement requests for the Emergency Management Office (EMO) and the Public Safety and Fire Prevention Division (FPO). These new positions are needed to build internal capacity and support the implementation of emergency planning initiatives currently underway due to the increasingly complex community impacts caused by growth and climate change.

BACKGROUND

Every City in the Province of BC is required to have an emergency program in place under the new BC Emergency and Disaster Management Act legislation. The Emergency Management Office works with various response agencies including public service organizations, internal city departments, local non-profit organizations, faith based organizations, local businesses, other local authorities and the Province.

The new updated Emergency and Disaster Management Act reflects the realities of climate change and extreme weather events such as extreme heat incidents and the transition to focus on the four pillars of emergency management: mitigation, preparedness, response, and recovery. This legislation is scheduled to have regulations released in late 2023 and will require the EMO to complete new comprehensive

City wide risk assessments and business continuity plans for all anticipated hazards.

The Public Safety and Fire Preventions Division has seen an increase in inspections, investigations and community outreach efforts due to the changing landscape of our building stock and the support needed for implementing EMO initiatives (see attachments).

OVERVIEW AND CONTEXT

Our City witnessed numerous unprecedented events over the past several years including a pandemic, heat dome / extreme heat event, and atmospheric rivers. These events demonstrated the importance of building a resilient organization and community to weather such events.

Experiences from past significant events have launched collaborative programs and processes for improving our community outreach efforts to increase awareness and build resilience at different levels. For example, in response to the heat dome, EMO developed a proactive outreach program for disseminating critical cooling information to targeted vulnerable properties, developed an innovative heat response monitoring centre in collaboration with Fraser Health, and helped implement the “One Cool Room” air conditioner support program (see attachments). Lead by EMO and supported by FPO, the team achieved positive outcomes by leveraging their experiences, strong inter-agency partnerships, intimate knowledge of our community’s building stock, and technology.

This work helped improve our community’s resilience to heat and built a foundation for growing and strengthening our connection with our community members. It is imperative to continue this momentum and expand our resilience for other potential high impact events; however, this work requires dedicated resources to execute efficiently and effectively. Currently, the commitment to providing timely support for seasonal challenges is creating vulnerabilities in other areas of our system, such as delaying routine fire inspections, policy updates and other forms of community outreach.

Additionally, the EMO recognizes that many of our current city wide response plans need to be updated and/or re-developed to fit the current demand and or planning needs of the city. The proposed new regulations will require us to update the following key plans in the next

2-4 years; A Hazard Risk & Vulnerability Assessment, Business Continuity Plan, Emergency Response Guide, Emergency Bylaw, Recovery Plan and Emergency Support Services plan. This increased requirement to be more resilient, update response guidelines and preparations to fit our changing climate and legislation will further impact the teams' ability to perform their regular duties.

The addition of one FTE will allow EMO to continue to improve the community's ability to be prepared for extreme heat events, expand foundational emergency preparedness efforts to be able to pivot for other emergency events, and work with local businesses, non-profit and faith based organizations and outside agencies to become compliant with the new legislation. The combination of these services will benefit the full range of community members from our vulnerable population to large businesses.

Similar to the EMO team, the FPO team continues to adapt and adjust to the changing needs of our community. These needs include our ability to address new construction methods and materials, transfer complex design knowledge to the Fire Suppression Team, and use technology to strategize our outreach efforts and support novel initiatives such as those from EMO.

A new escalating fee structure for excessive false alarms and re-inspections will take effect on January 1, 2024. This new fee structure is intended to incentivize property owners to resolve prolonged unresolved violations in a more expeditious manner as well as recover cost for the extraordinary efforts these properties demand. This new fee structure increases the maximum fee per instance of excessive false alarms and re-inspections from \$300 and \$100, respectively, to \$600 and \$605, respectively.

The addition of one FTE will allow FPO to develop new and update existing guidelines and policies to provide clarity for new development projects, increase the level of emergency response ability in innovative building complexes, grow our use of technology to effectively strategize outreach and operational efforts, and continue support of EMO initiatives without compromising the our existing level of service.

The increase in staffing for EMO and FPO will allow our teams to continue growing and strengthening our connections, building resiliency, and achieving compliance with existing and new regulations.

ALIGNMENT WITH THE STRATEGIC PLAN

The ongoing emergency/fire prevention and community outreach work that the EMO and FPO team is trying to grow and strengthen is strongly aligned with two Council Strategic Plan Priorities:

Community Belonging and Connection

The frequency and severity of extreme weather events is increasing as evidenced by the death of 28 New Westminster residents during the 2021 “Heat Dome”. The EMO has added many new initiatives to mitigate and prepare for similar incidents in the future. Many of these initiatives strive to build community resiliency by harnessing the power of community belonging and connection through social cohesion and enabling individuals and groups to better support one another before, during and after an emergency.

Safe Movement of People

The FPO and EMO have some overlapping responsibilities: identify hazards and then prepare for, mitigate, coordinate a response to, and recover from these identified hazards. FPO is working towards identifying locations, times and conditions that compromise the safe movement of people throughout New Westminster. This information can inform communication strategies as well as City transportation plans.

FINANCIAL IMPLICATIONS

1. 1 full time employee in the Emergency Management Office (EMO) to assist with continuing to build on the emergency planning initiatives that have been started as well as preparing the documentation required to be in compliance with new regulations - \$78K plus benefits.
2. 1 full time employee in the Public Safety and Fire Prevention Division (FPO) to be able to continue supporting EMO initiatives as well as increase the capacity to develop and revise New Westminster Fire & Rescue Services policies and guidelines to the increasingly complex community impacts caused by growth and climate change - \$100K plus benefits.

Memorandum

To: Lisa Spitale,
Chief Administrative Officer

Date: December 4, 2023

From: Eva Yip
Acting Director, Human Resources
& Information Technology

File: EDMS 2406748

Lisa Leblanc
Acting Deputy CAO
Director of Engineering

Subject: Budget 2024: Advancing the City's Commitment to Reconciliation, Public Engagement, Diversity, Equity, Inclusion and Anti-Racism and Organizational Effectiveness – Analysis if Funding were Reduced

PURPOSE

The purpose of this memo is to answer Council's question regarding the impacts to the corporate strategy to advance reconciliation; public engagement; diversity, equity, inclusion and anti-racism (DEIAR), and corporate organizational effectiveness, if funding levels were reduced.

BACKGROUND

Attached with this memo is the [November 20th memo](#) which outlines the implementation strategy and funding needed to advance Council's strategic priorities in a meaningful way in 2024. At the November 20th Budget Workshop, Council asked that staff provide an analysis of the impacts to the service delivery model if requested funding could not be approved.

EXECUTIVE SUMMARY

To analyze the impacts to the implementation strategy, four funding scenarios have been developed. The first scenario is the model recommended by City staff and is considered the scenario that best addresses Council's strategic priorities and the functional needs of the organization at this time. Scenario 1 represents 100% funding, it already factors in staged implementation, and acts as the baseline. The remaining three scenarios are derived from Scenario 1 by reducing staff and resource allocations to create three alternative models.

The requested resources are integral to supporting, serving, and enabling the organization as a whole to meet its mandate and achieve the outcomes of the Strategic Priorities Plan. It is imperative to underscore that any reduction in funding for these areas will have significant and far-reaching impacts across the entire organization.

The implementation strategy outlined in the November 20th memo, and associated resources, are highly interconnected, and collectively form the foundation of the City's organizational structure. A reduction in one or more of the areas would impact the overall approach, impacting staff's ability to meet core service requirements, strategic objectives, and navigating the dynamic challenges of our existing and evolving operating environment.

Each scenario was evaluated on its relative impact to the following five factors:

1. Employee wellbeing and workplace safety – ability to meet regulatory requirements and reduce employee absence due to sick leave and WorkSafeBC leave
2. Staff recruitment and retention – ability to attract and retain a diverse and inclusive workforce
3. Corporate risk – ability to reduce potential risks to the organization
4. Adaptability and compliance – ability to respond to the needs of a growing and increasingly complex City and meet collective bargaining commitments
5. Lenses and Foundations support – ability to support the Lenses and Foundations, which in turn advance the Strategic Priorities Plan

Scenario 1 – 100% Funding – Fully Optimized

- Enables DEIAR and Reconciliation work to advance
- Enhances employee workplace wellness and workplace safety by reducing the occurrences and length of employee absences, which reduces sick leave and WorkSafeBC insurance premiums
- Allows for HR to be more strategic and innovative
- Provides regulatory training and learning and development opportunities to staff
- Reduces risk of having only one key person for critical IT applications
- Reduces risk of project failure
- Meets collective bargaining commitments and requirements
- Addresses growing organization's space planning needs
- Expands public engagement reach and effectiveness
- Supports Lenses and Foundations to advance the Strategic Priorities Plan

Scenario 2 – 75% Funding Target – incremental improvement; enables us to catch up and slow the erosion of service in some areas

- More realistic timing for HR and IT for recruitment
- Enables DEIAR and Reconciliation work to advance
- Delayed support of employee wellbeing and safety

- Delayed reduction of sick leave length and occurrences
- Delayed reduction of WorkSafeBC insurance premiums
- Delayed ability for HR to be more strategic and innovative
- Provides regulatory training and learning and development opportunities to staff
- Reduces risk of having only one key person for critical IT applications
- Delayed ability to reduce risk of project failure
- Delayed ability to meet collective bargaining commitments and requirements
- Delayed enhancement of engagement reach and effectiveness
- Delayed ability to support Lenses and Foundations to advance the Strategic Priorities Plan
- Delayed ability to address growing organization's space planning needs

Scenario 3 – 50% Funding Target – Manage most immediate risk, but not Improving organizational effectiveness

- Delayed support in employee wellbeing and safety through incremental improvements to WorkSafeBC claims and sick leave management
- IT has slight incremental improvement to risk, delayed ability to work towards improvements; risk of having only one key person for critical IT applications
- Does not allow for HR to be more strategic and innovative
- Provides regulatory training, and learning and development opportunities to staff
- Delayed ability to reduce risk of project failure
- Delayed ability to meet collective bargaining commitments and requirements
- Space planning needs are delayed
- Delayed enhancement of engagement reach and effectiveness
- Delayed support to Lenses and Foundations to advance the Strategic Priorities Plan

Scenario 4 – 25% Funding Target – Continued net decline in organizational effectiveness

- Greater risks in staff wellbeing and safety
- Ineffective ability to recruit and retain staff
- Technical debt deepens
- Ongoing deficit in resources needed to manage sick leave, therefore increased cost to the City resulting from increased sick leave and inability to provide core services
- Limited engagement reach (impacts Community Belonging and Connecting)
- Reactionary rather than proactive or strategic approach
- Cannot meet space planning needs
- No improvements/continual decline
- High risk of project failure
- Training deficit, including for legislated Occupational Health and Safety training
- Failure to meet collective bargaining commitments regarding committee work
- City grows around us and staff are unable to keep up
- Existing deficits continue to grow

FINANCIAL IMPLICATIONS OF THE 4 SCENARIOS

Scenario 1 – 100% funding

Total Budget: \$1M

Recruitment & Retention Strategy

- Benefits Coordinator (1 FTE \$88K / year)
- Learning & Development Specialist (1 FTE \$103K / year)
- Workplace Wellness & Ability Management (\$130K / year)

IT Strategy

- Network Analyst (1 FTE \$97K / year)
- Business Systems Analyst (HR/Payroll/Finance) (1 FTE \$106K / year)
- IT Consulting (\$40K / year)

Space Planning Review & Strategy

- Facility Space Planning Technologist (1 FTE \$90K / year)

Reconciliation, DEIAR and Public Engagement

- Indigenous Relations Staff Liaison – funds were received in 2023 and in the process of filling position
- Truth and Reconciliation Day event support (\$50K / year)
- All Nations Council (\$30K one-time expense)
- DEIAR Advisor (1 FTE \$124K / year)
- Public Engagement Coordinator (1 FTE \$67K / year)
- Facilitator for Community Advisory Assembly (\$80K / year)

Employee wellbeing and workplace safety	Staff recruitment and retention	Corporate risk	Adaptability and compliance	Lenses and Foundations support
Maximum responsiveness to addressing employee wellness and safety, including taking action in a timely manner.	Improves are ability to attract and retain diverse workforce.	Reduces risks to the organization by addressing IT and OHS issues.	Enables us to respond to the needs of a growing and increasingly complex City and meet collective bargaining commitments.	Enables us to support the Lenses and Foundations which in turn advance the Strategic Priorities.

Scenario 2 – ~75% funding target

Total Budget: \$771K

Recruitment & Retention Strategy

- Benefits Coordinator (1 FTE \$44K / year) **delay start**
- Learning & Development Specialist (1 FTE \$103K / year)
- Workplace Wellness & Ability Management (\$130K / year)

IT Strategy

- Network Analyst (1 FTE \$48K / year) **delay start**
- Business Systems Analyst (HR/Payroll/Finance) (1 FTE \$106K / year)
- IT Consulting (\$40K / year)

Space Planning Review & Strategy

- Facility Space Planning Technologist (1 FTE \$45K / year) **delay start**

Reconciliation, DEIAR and Public Engagement

- Indigenous Relations Staff Liaison – funds were received in 2023 and in the process of filling position
- Truth and Reconciliation Day event support (\$50K / year)
- All Nations Council (\$30K one-time expense)
- DEIAR Advisor (1 FTE \$62K / year) **delay start**
- Public Engagement Coordinator (1 FTE \$33K / year) **delay start**
- Facilitator for Community Advisory Assembly (\$80K / year)

Employee wellbeing and workplace safety	Staff recruitment and retention	Corporate risk	Adaptability and compliance	Lenses and Foundations support
Responsive, but at a slower pace.	Will improve our ability to attract and retain diverse workforce, but will be delayed.	Will be able to reduce risks to the organization, but will be delayed.	Will be able to respond to the needs of a growing and increasingly complex City and meet collective bargaining commitments, but will be delayed.	Will be able to support the Lenses and Foundations which in turn advance the Strategic Priorities, but will be delayed.

Scenario 3 – ~50% funding target

Total Budget: \$569K

Recruitment & Retention Strategy

- ~~Benefits Coordinator (1 FTE \$44K / year)~~
- Learning & Development Specialist (1 FTE \$103K / year)
- Workplace Wellness & Ability Management (\$65K / year) **delay start**

IT Strategy

- Network Analyst (1 FTE \$48K / year) **delay start**
- Business Systems Analyst (HR/Payroll/Finance) (1 FTE \$53K / year) **delay start**
- ~~IT Consulting (\$40K / year)~~

Space Planning Review & Strategy

- Facility Space Planning Technologist (1 FTE \$45K / year) **delay start**

Reconciliation, DEIAR and Public Engagement

- Indigenous Relations Staff Liaison – funds were received in 2023 and in the process of filling position
- Truth and Reconciliation Day event support (\$50K / year)
- All Nations Council (\$30K one-time expense)
- DEIAR Advisor (1 FTE \$62K / year) **delay start**
- Public Engagement Coordinator (1 FTE \$33K / year) **delay start**
- Facilitator for Community Advisory Assembly (\$80K / year)

Employee wellbeing and workplace safety	Staff recruitment and retention	Corporate risk	Adaptability and compliance	Lenses and Foundations support
Inability to be responsive with a triage approach being taken. Only high priority issues will be addressed.	Less ability to attract and retain a diverse workforce and place more pressure on existing core services to address issues.	Less ability to address risks to the organization.	Less ability to be adaptable and meet collective bargaining commitments.	Less ability to support Lenses and Foundations in advancing Strategic Priorities Plan in a timely manner.

Scenario 4 – ~25% funding target

Total Budget: \$213K

~~Recruitment & Retention Strategy~~

- ~~▪ Benefits Coordinator (1 FTE \$44K / year)~~
- ~~▪ Learning & Development Specialist (1 FTE \$103K / year)~~
- ~~▪ Workplace Wellness & Ability Management (\$130K / year)~~

IT Strategy

- ~~▪ Network Analyst (1 FTE \$97K / year)~~
- Business Systems Analyst (HR/Payroll/Finance) (1 FTE \$53K / year) **delay start**
- ~~▪ IT Consulting (\$40K / year)~~

~~Space Planning Review & Strategy~~

- ~~▪ Facility Space Planning Technologist (1 FTE \$45K / year)~~

Reconciliation, ~~DEIAR~~ and Public Engagement

- Indigenous Relations Staff Liaison – funds were received in 2023 and in the process of filling position
- Truth and Reconciliation Day event support (\$50K / year)
- All Nations Council (\$30K one-time expense)
- ~~▪ DEIAR Advisor (1 FTE \$62K / year)~~
- ~~▪ Public Engagement Coordinator (1 FTE \$33K / year)~~
- Facilitator for Community Advisory Assembly (\$80K / year)

Employee wellbeing and workplace safety	Staff recruitment and retention	Corporate risk	Adaptability and compliance	Lenses and Foundations support
Inability to support improvements to employee wellbeing and safety; as a result, will see an ongoing increase in WorkSafeBC insurance premiums, and sick leave; attrition will continue to increase.	Inability to attract and retain a diverse workforce. Attrition will continue to increase, risk not being able to provide core services.	Inability to reduce corporate risk and opens up the city to liabilities.	Inability to meet the needs of a growing and increasingly complex City and inability to meet collective bargaining commitments.	Inability to support the Lenses and Foundations and inability to advance Strategic Priorities Plan.

Memorandum

To: Lisa Spitale,
Chief Administrative Officer

Date: December 4, 2023

From: Denise A Tambellini Manager
Intergovernmental Relations

File:

Subject: Aggressively Pursuing Senior Government Grant Funding Opportunities to Resource the Implementation of the Strategic Plan – Impacts if Funding were Reduced

PURPOSE

The purpose of this memo is to outline potential funding from senior levels of government for 2024 and the need for an Intergovernmental Relations Assistant.

BACKGROUND

A. Senior Government Funding

There are numerous federal and provincial programs available for municipal governments to advance local priorities. From 2020 to 2023, the City and its partners have secured approximately **\$82,906,912** from senior levels of government.

The upcoming year will be an opportunity to advance several key municipal projects based on the funding priorities of senior levels of government. The 2024 Provincial and 2025 Federal elections may be an opportunity to advance priorities ahead of key announcement by each government.

As is usual practice, the city and its partners submit projects on an ongoing basis to senior governments for funding consideration. Projects valued at approximately **\$83,549,100**, are currently being evaluated by senior governments (attachment 1).

As with any submission to senior levels of government, there is no guarantee the city will be successful. Timing of city projects must align with calls for submissions from senior governments. Municipal projects must be funding ready (all prerequisites completed including feasibility studies and suitable design completed) ahead of funding announcements and the city must be willing to wait for government contracts to be signed prior to project spending. The city will continue to work with senior governments.

FINANCIAL IMPLICATIONS

With the number of funding grants coming to the city (and its partners), there is a need to capture submissions, plans and government contracts in one centralized location so our financial and contractual agreements have fulsome oversight. It is essential that project funding received is maximized and the full amount granted by senior

governments is spent by the city. A centralized and accessible location for funding submissions creates organizational history and knowledge regarding the many interfaces between senior levels of government and various funding programs. This in turn helps with advocacy plans. In order to meet the increased administrative demand, Intergovernmental Relations has established a streamlined, online system accessible to all departments, to coordinate all funding programs through a software program named Grant Hub. Costs/management of this program are from within existing city budgets.

In order to meet increased administrative demand due to an increased number of funding submissions, Intergovernmental Relations is requesting a full time Intergovernmental Relations Assistant. Current support for this area is provided by auxiliary staff and a budget transfer is being proposed to help offset the cost. The net impact after the budget transfer is approximately \$54K. Based on the return on investment through grant funding and the often confidential and competitive nature of the submissions, it is recommended this position be regular full time.

The impact of not funding the Intergovernmental Relations Assistant

The City is trying to maximize revenue received from senior levels of government to offset city capital costs and program priorities. The impact of not receiving funding for this position includes the following:

- With an increase in the number of funding agreements received by the city, there are also corresponding contractual and administrative responsibilities required. Limited support will increase the risk of the city not following contractual agreements, including support for senior government announcements, branding and ensuring funding received is actually spent. Errors may affect the reputation of the city with senior levels of government and even leave funding received unspent. This may impact the success of the city receiving future grant funding.
- Research on finding grant funding across several levels of government and alignment with the current capital program will continue to be limited.
- Maintenance of grant database to serve the city will continue to be limited.
- Accessing grant funding may not be maximized and the city may miss out on key opportunities. Funding submissions may not be successful.

Upcoming Potential City Projects to Submit for Senior Government Funding

Projects currently being considered for submission to senior government programs in 2024 include:

1. Sapperton District Energy Phase 1
2. Active Transportation Strategic Plan build out (Federal)
3. Massey Theatre – Energy Audit, accessibility and capital
4. Various Affordable Housing Projects (including federal matching funding)
5. Electrical Grid Expansion
6. Disaster Mitigation projects - various

Attachment 1: Projects currently being evaluated by senior governments (November 2023)

Project	Federal	Provincial	Other	Fund
Emergency Support Services		\$20,000		UBCM Community Emergency Preparedness Fund (CEPF)
Climate Adaptation for Extreme Heat - Urban Reforestation In High Risk Areas	\$446,800			Infrastructure Canada Disaster Mitigation Adaptation Fund (DMAF) Application submitted
Climate Adaptation for Extreme Heat - Urban Reforestation In High Risk Areas		\$1,005,300		UBCM CEPF –DRR-CA
Road Improvement Agreement			\$13,000	Insurance Corporation of British Columbia (ICBC)
Pavement Rehabilitation Funding Allocation			\$550,000	TransLink
2023 UBCM AM Planning Grant Program- 2024 Pavement Condition Assessment		\$25,000		Union Of Municipalities (UBCM)
BC Active Transportation Network Plan and Infrastructure		\$500,000		Ministry of Transportation and Infrastructure (MoTI)
Accessibility Upgrades NRPD			\$9,000	The Social Planning and Research Council of B.C. (SPARC)
Housing Accelerator Fund	\$13,000,000			CMHC Housing Accelerator Fund
Supportive Housing Project	\$3,000,000	\$8,000,000		BC Housing Supportive Housing Fund CMHC Co-investment Funding
Nightly Shelter (estimate)		15,000,000		BC Housing
Affordable Housing Project	\$16,800,000	\$25,200,000		BC Housing Community Housing Fund CMHC Co-investment Funding
TOTALS	Federal \$33,246,800	Provincial \$49,730,300	Other \$572,000	Total \$83,549,100