

# Webinar

## ULI British Columbia: A Conversation with City Manager, Paul Mochrie, City of Vancouver

Date: June 15, 2021

00:00:07 --> 00:00:07: OK

00:00:07 --> 00:00:08: well thanks everyone not for joining.

00:00:08 --> 00:00:10: We're just going to give it a minute as she

00:00:11 --> 00:00:13: could file in from the waiting room and it's just

00:00:13 --> 00:00:13: right.

00:00:13 --> 00:00:15: I want to 12:00 o'clock so we're going to give

00:00:15 --> 00:00:17: people a minute to to join,

00:00:17 --> 00:00:19: but I want to thank those of you already on

00:00:19 --> 00:00:21: for joining us for this event today and I will

00:00:21 --> 00:00:23: get started in about a minute or two here.

00:00:38 --> 00:00:40: I see as you've got a couple more dozen people

00:00:41 --> 00:00:41: just filed in,

00:00:41 --> 00:00:44: so maybe we'll give it another minute and get started

00:00:44 --> 00:00:47: with some of the housekeeping while people still fall in.

00:00:47 --> 00:00:50: But thanks of those who joined us on this now

00:00:50 --> 00:00:52: sunny sunny Tuesday lunch hour.

00:00:52 --> 00:00:56: Although I thought it was supposed to rain.

00:00:56 --> 00:00:59: But uhm. Looking forward to hosting what should be a

00:00:59 --> 00:01:04: really interesting conversation between Patty Glass and Paul Mochrie from

00:01:04 --> 00:01:05: City Vancouver.

00:01:05 --> 00:01:08: UM, so I'll give it maybe 30 more seconds.

00:01:08 --> 00:01:11: Actually, why don't I get started just again with some

00:01:11 --> 00:01:13: of the housekeeping?

00:01:13 --> 00:01:14: So first of all, again,

00:01:14 --> 00:01:17: I want to thank everyone who had joined us thus

00:01:18 --> 00:01:21: far and for the people who are going to join

00:01:21 --> 00:01:24: us in a minute or two here once again appreciate

00:01:24 --> 00:01:28: you joining our comma. Another conversation with the city

officials

00:01:28 --> 00:01:30: here have ever been land institute.

00:01:30 --> 00:01:31: Which climate before I get started.

00:01:31 --> 00:01:34: Just some housekeeping items? One first of all,

00:01:34 --> 00:01:37: for those who may be new to you lie,

00:01:37 --> 00:01:40: we are an education and research based nonprofit that has

00:01:40 --> 00:01:43: a is a global network literally right across the globe

00:01:43 --> 00:01:46: and all the continents and our mission is to connect,

00:01:46 --> 00:01:49: inspire and lead in shaping the future of the built

00:01:49 --> 00:01:52: environment for our transformative impact in communities worldwide.

00:01:52 --> 00:01:53: Oftentimes, I like to say,

00:01:53 --> 00:01:55: you know, we're really focused,

00:01:55 --> 00:01:58: especially locally, here on best practices in city building and

00:01:59 --> 00:02:00: seeing what role we can play.

00:02:00 --> 00:02:03: In shaping our built environment to improve the lives of

00:02:03 --> 00:02:04: everyone in the cities.

00:02:04 --> 00:02:06: In addition to that, I did want to take a

00:02:06 --> 00:02:10: moment to acknowledge that we are on the traditional territories

00:02:10 --> 00:02:12: of the indigenous First Nations.

00:02:12 --> 00:02:13: People that came before us.

00:02:13 --> 00:02:16: In particular, I'm located in the traditional territories of the

00:02:16 --> 00:02:17: Coast Salish people,

00:02:17 --> 00:02:20: which would be the most grandmas Squamish enslaved to people,

00:02:20 --> 00:02:22: and many of you may be coming from the same

00:02:23 --> 00:02:24: area and from elsewhere.

00:02:24 --> 00:02:27: So I just want to take a moment to recognize

00:02:27 --> 00:02:27: that,

00:02:27 --> 00:02:30: you know we've had a number of conversations.

00:02:30 --> 00:02:31: We're capping off it. Well,

00:02:31 --> 00:02:34: I hear our fiscal year ends at at June and

00:02:34 --> 00:02:35: we've had a great year.

00:02:35 --> 00:02:38: Despite the struggles of the pandemic and what I mean

00:02:38 --> 00:02:39: by great is.

00:02:39 --> 00:02:42: We've been very fortunate to be for people who have

00:02:42 --> 00:02:44: given us a lot of their time to join us.

00:02:44 --> 00:02:46: One to participate in these conversations,

00:02:46 --> 00:02:47: like Patty and like Paul,

00:02:47 --> 00:02:50: but as well as all of you have joined it.

00:02:50 --> 00:02:52: So we actually, I think I just wanted to note

00:02:52 --> 00:02:55: that because we we've come across the District Council

network

00:02:55 --> 00:02:58: have been recognized for the amount of programming we put

00:02:58 --> 00:03:00: on, and the number of attendees have joined because we

00:03:00 --> 00:03:01: really wanted to.

00:03:01 --> 00:03:03: To the forefront of many of the conversations,

00:03:03 --> 00:03:06: whether that's you know what's going on here in the

00:03:06 --> 00:03:07: city Vancouver,

00:03:07 --> 00:03:09: what's going on in the region with you?

00:03:09 --> 00:03:10: Economic recovery with infrastructure investments,

00:03:10 --> 00:03:13: we've got more conversations coming up next week with Minister

00:03:13 --> 00:03:14: Rob Fleming.

00:03:14 --> 00:03:16: Administer, stable and ma. So we're really,

00:03:16 --> 00:03:18: you know, excited to continue doing our part to have

00:03:18 --> 00:03:21: our Members be part of the conversation and and also

00:03:21 --> 00:03:24: hear from decision makers and leaders in the community on

00:03:24 --> 00:03:26: all sorts of topics so,

00:03:26 --> 00:03:28: you know, I think the zoom environment was a bit

00:03:28 --> 00:03:30: worrying at the beginning.

00:03:30 --> 00:03:32: We weren't sure how it will go.

00:03:32 --> 00:03:34: But All in all, it's going very well,

00:03:34 --> 00:03:36: so I'm I very appreciate everyone giving them time for

00:03:36 --> 00:03:39: this event and for all the events ahead of that.

00:03:39 --> 00:03:41: And as always, I do want to thank before we

00:03:41 --> 00:03:42: get started.

00:03:42 --> 00:03:43: Thank all our annual sponsors.

00:03:43 --> 00:03:46: You know they're they're up here on the on the

00:03:46 --> 00:03:49: screen as well as a particular our platinum sponsors and

00:03:49 --> 00:03:50: there's a bunch of them behind me.

00:03:50 --> 00:03:52: It's not on my background here,

00:03:52 --> 00:03:54: but it's with their ongoing commitment to ULI both before

00:03:54 --> 00:03:56: the pandemic through the pandemic.

00:03:56 --> 00:03:58: And hopefully long after that allow us to put on

00:03:58 --> 00:04:00: this event and many more,

00:04:00 --> 00:04:02: and we've got a lot of exciting.

00:04:02 --> 00:04:05: I'm programming in the works for a little bit more

00:04:05 --> 00:04:06: in the summer,

00:04:06 --> 00:04:08: and then for really exciting fall.

00:04:08 --> 00:04:11: So as always, I really appreciate their their ongoing support

00:04:12 --> 00:04:14: for all of our work and our initiatives.

00:04:14 --> 00:04:16: So today you're joining us for what should be a

00:04:16 --> 00:04:20: really interesting sort of fireside chat conversation with the

city  
00:04:20 --> 00:04:23: of Vancouver's New City manager Paul Mokri.  
00:04:23 --> 00:04:25: Paul assumed the role of city manager in April of  
00:04:26 --> 00:04:29: 2021 after serving as acting city manager since January of  
00:04:29 --> 00:04:29: 2021.  
00:04:29 --> 00:04:32: Previously, Paul Paul's been a long time employee.  
00:04:32 --> 00:04:35: At the city Vancouver in various leadership roles and he  
00:04:35 --> 00:04:39: helped us most recently before prior to acting city manager  
00:04:39 --> 00:04:42: and city manager was the deputy city manager where he  
00:04:42 --> 00:04:45: provided oversight for portfolio of direct services and  
corporate support  
00:04:45 --> 00:04:46: departments.  
00:04:46 --> 00:04:49: Vancouver Fire Rescue development buildings and licensing  
arts and culture  
00:04:49 --> 00:04:50: and community services,  
00:04:50 --> 00:04:53: technology services and human resource is he's been  
around the  
00:04:54 --> 00:04:54: city for I,  
00:04:54 --> 00:04:57: I believe it would be Jeff passed a decade now.  
00:04:57 --> 00:05:01: Paul. So you you've seen a lot over the years  
00:05:01 --> 00:05:03: and so we're excited.  
00:05:03 --> 00:05:05: To hear what you have to say,  
00:05:05 --> 00:05:07: both in terms of what the city's been up to,  
00:05:07 --> 00:05:09: but now that you're in this,  
00:05:09 --> 00:05:12: you know the key leadership role at the city staff  
00:05:12 --> 00:05:12: level.  
00:05:12 --> 00:05:15: What you see is the future opportunities and challenges,  
00:05:15 --> 00:05:18: but also opportunities for the city Vancouver and also ways  
00:05:18 --> 00:05:19: that we can as well.  
00:05:19 --> 00:05:22: I participate in those and work with you following Paul's  
00:05:22 --> 00:05:23: sort of addressed to us.  
00:05:23 --> 00:05:25: We will shift to a moderated Q&A with our moderator  
00:05:25 --> 00:05:27: Patty Glass from Grosvenor America.  
00:05:27 --> 00:05:30: I'll introduce her again when we get up to that  
00:05:30 --> 00:05:30: moment,  
00:05:30 --> 00:05:33: and then that of course will be followed by a  
00:05:33 --> 00:05:35: Q&A which I'll come back and help with.  
00:05:35 --> 00:05:38: In the meantime, for those of you who have attended  
00:05:38 --> 00:05:39: our events in this format,  
00:05:39 --> 00:05:41: you know if you look at the bottom there,  
00:05:41 --> 00:05:44: there's the Q&A function. Feel free to drop a question  
00:05:44 --> 00:05:46: or two in there and then I will help work  
00:05:46 --> 00:05:47: that out with Patty.

00:05:47 --> 00:05:49: And there's also the chat function,  
00:05:49 --> 00:05:51: but I do encourage you to put questions into the  
00:05:51 --> 00:05:54: Q&A function because it will help us better manage that.  
00:05:54 --> 00:05:55: But with that, enough for me,  
00:05:55 --> 00:05:57: Paul, I'm gonna pass it over to you for our  
00:05:57 --> 00:06:00: for the you to kick off our conversation this afternoon.  
00:06:02 --> 00:06:04: Thanks so much doctor for that welcome and thank you  
00:06:04 --> 00:06:07: very much for the opportunity to speak here today.  
00:06:07 --> 00:06:09: I want to acknowledge that I'm also working today from  
00:06:09 --> 00:06:11: the ancestral men seed lands of the muskiness,  
00:06:11 --> 00:06:13: consciously with two people and want to,  
00:06:13 --> 00:06:16: you know, express my appreciation for their welcome to their  
00:06:16 --> 00:06:18: lands and stewardship of this amazing place that we all  
00:06:18 --> 00:06:19: call home.  
00:06:19 --> 00:06:21: So yeah, it's Duncan indicated it's been a couple of  
00:06:22 --> 00:06:24: months now since council asked me to take on the  
00:06:24 --> 00:06:26: role of city manager for the City of Vancouver.  
00:06:26 --> 00:06:29: It's you know someone who spent their career as a  
00:06:29 --> 00:06:30: public servant.  
00:06:30 --> 00:06:32: It's an immense privilege for me.  
00:06:32 --> 00:06:34: To serve our city and our council and our staff  
00:06:35 --> 00:06:36: in this capacity.  
00:06:36 --> 00:06:38: And it's certainly an extraordinary point in time for the  
00:06:39 --> 00:06:41: community and for the city as a local government and  
00:06:41 --> 00:06:45: really based on that fascinating and can uniquely challenging  
00:06:45 --> 00:06:47: period  
00:06:47 --> 00:06:51: of time to be stepping into this role.  
00:06:47 --> 00:06:51: So I really appreciate the opportunity to share some thoughts  
00:06:51 --> 00:06:53: on that and to have a conversation with with you  
00:06:53 --> 00:06:54: all today.  
00:06:54 --> 00:06:57: So now I'm I do have a few kind of  
00:06:57 --> 00:06:57: opening.  
00:06:57 --> 00:07:01: Comments are going to share as context and the.  
00:07:01 --> 00:07:05: COVID test here is whether I can share my slides.  
00:07:14 --> 00:07:17: You can just give me a thumbs up that that's  
00:07:17 --> 00:07:18: working properly.  
00:07:18 --> 00:07:21: Perfect thanks so much. I'm sorry,  
00:07:21 --> 00:07:24: I'm I'm gonna keep my opening comments really brief or  
00:07:24 --> 00:07:25: as brief as I can and just to set some  
00:07:26 --> 00:07:27: context for this conversation,  
00:07:27 --> 00:07:29: give a bit of a kind of background on the  
00:07:29 --> 00:07:30: city of Vancouver.

00:07:30 --> 00:07:32: You know, as a local government,  
00:07:32 --> 00:07:34: it doesn't really make sense to have any state of  
00:07:34 --> 00:07:37: the nation type conversation these days without talking about COVID.

00:07:37 --> 00:07:39: So I'm going to speak a little bit about that.  
00:07:39 --> 00:07:41: The impact on the city,  
00:07:41 --> 00:07:42: both the organization and the community,  
00:07:42 --> 00:07:44: provide a bit of an overview of kind of what  
00:07:45 --> 00:07:46: I see is near term priorities.  
00:07:46 --> 00:07:48: For me, stepping into the role as well as some  
00:07:48 --> 00:07:51: thoughts on systemic or longer term operating.  
00:07:51 --> 00:07:54: Opportunities and challenges for the city.  
00:07:54 --> 00:07:56: And maybe just a couple of additional comments.  
00:07:56 --> 00:07:58: Kind of brief personal intro and as Duncan indicated,  
00:07:58 --> 00:08:01: I had been with the city for 10 years in  
00:08:01 --> 00:08:02: this role.  
00:08:02 --> 00:08:05: Now for two months, having stepped in and acting after  
00:08:05 --> 00:08:05: cited,  
00:08:05 --> 00:08:07: Johnston left at the beginning of the year.  
00:08:07 --> 00:08:10: I initially joined the city in 2011 as the general  
00:08:10 --> 00:08:11: Manager of Human Resources,  
00:08:11 --> 00:08:14: and then was asked to take on our kind of  
00:08:14 --> 00:08:15: technology,  
00:08:15 --> 00:08:17: services and digital strategy work as well.  
00:08:17 --> 00:08:18: For the last five years though,  
00:08:18 --> 00:08:21: I have been supporting savvy as a deputy city manager,  
00:08:21 --> 00:08:24: so I have had the opportunity to work with both.  
00:08:24 --> 00:08:27: Any Belgium and Saudi Johnston as city managers both  
massively  
00:08:27 --> 00:08:27: talented,  
00:08:27 --> 00:08:30: impactful leaders. You know a great opportunity for me to  
00:08:30 --> 00:08:32: learn from 2 fantastic folks prior to the city.  
00:08:32 --> 00:08:35: But my career was largely in the health sector so  
00:08:35 --> 00:08:38: I I came to the city from the province of  
00:08:38 --> 00:08:39: British Columbia.  
00:08:39 --> 00:08:42: I worked in the Ministry of Health and the Pharmacare  
00:08:42 --> 00:08:42: program.  
00:08:42 --> 00:08:45: My job there was really managing the kind of commercial  
00:08:45 --> 00:08:47: relationships between the Pharmacare program,  
00:08:47 --> 00:08:49: the pharma industry and pharmacies.  
00:08:49 --> 00:08:52: Really interesting job. I also worked with both Fraser Health  
00:08:52 --> 00:08:52: Authority,  
00:08:52 --> 00:08:55: Vancouver Coastal Health Authority and Health Employers

Association,  
00:08:55 --> 00:08:57: so did kind of the Tour of duty in the  
00:08:57 --> 00:09:01: healthcare sector before coming to local government and  
have really  
00:09:01 --> 00:09:04: really enjoyed my 10 years here in local government.  
00:09:04 --> 00:09:07: So fascinating environment to work in and particularly the  
City  
00:09:07 --> 00:09:09: of Vancouver over this decade.  
00:09:09 --> 00:09:11: It's it's just been a really,  
00:09:11 --> 00:09:12: really great and kind opportunity,  
00:09:12 --> 00:09:16: career wise. And personally, I was born and raised in  
00:09:16 --> 00:09:19: Victoria but came to undergrad here at UBC and have  
00:09:19 --> 00:09:21: stayed so 30 years in the city that I mean,  
00:09:21 --> 00:09:24: this is definitely home. I live with my family in  
00:09:24 --> 00:09:25: East Vancouver,  
00:09:25 --> 00:09:26: kind of the Riley Park neighborhood.  
00:09:26 --> 00:09:29: So that's where my wife and my son and I  
00:09:29 --> 00:09:30: find ourselves.  
00:09:30 --> 00:09:33: So kind of getting into our content here.  
00:09:33 --> 00:09:37: Just a quick kind of tombstone overview of the city.  
00:09:37 --> 00:09:41: Many of you I'm sure are really familiar with this.  
00:09:41 --> 00:09:44: You know, relatively small and geographically constrained  
landmass.  
00:09:44 --> 00:09:48: We are home to about 1/4 of the region's population.  
00:09:48 --> 00:09:52: Obviously the core city for the region and just over  
00:09:52 --> 00:09:55: a third of the region's jobs as a local government.  
00:09:55 --> 00:09:59: Our team comprises about 8000 people that work for the  
00:09:59 --> 00:10:00: city.  
00:10:00 --> 00:10:02: And then there's an additional 3000.  
00:10:02 --> 00:10:05: Folks that work for the Vancouver Police Department and  
other  
00:10:05 --> 00:10:07: bank for Public Library,  
00:10:07 --> 00:10:10: both of which are independent legal entities but are funded  
00:10:10 --> 00:10:12: almost exclusively by the city Vancouver.  
00:10:12 --> 00:10:15: So they're very much in in the family.  
00:10:15 --> 00:10:18: The city also has a number of other affiliates,  
00:10:18 --> 00:10:20: most significantly, the Peony and Easy Park.  
00:10:20 --> 00:10:24: You know, two really significant commercial enterprises that  
are owned  
00:10:24 --> 00:10:24: by the city.  
00:10:24 --> 00:10:28: Really large kind of asset base that the taxpayers in  
00:10:28 --> 00:10:29: in Vancouver own,  
00:10:29 --> 00:10:31: including 25 billion roughly in land assets.

00:10:31 --> 00:10:34: A lot of that. Obviously is street and Parkland,  
 00:10:34 --> 00:10:37: but there's a really large portfolio of land that's used  
 00:10:37 --> 00:10:40: for affordable housing that's owned by the city as well  
 00:10:40 --> 00:10:42: as the city's property endowment fund,  
 00:10:42 --> 00:10:45: which is used to purchase and hold strategic acquisitions as  
 00:10:45 --> 00:10:48: well as income generating properties that return a dividend to  
 00:10:48 --> 00:10:49: the city.  
 00:10:49 --> 00:10:52: To offset tax increases. Financially,  
 00:10:52 --> 00:10:54: the city's been very, very stable.  
 00:10:54 --> 00:10:57: You know, AAA credit rating highest Benny City in Canada,  
 00:10:57 --> 00:11:00: largely a function of those land assets that's there.  
 00:11:00 --> 00:11:04: There those are really important assets for the city.  
 00:11:04 --> 00:11:08: Really valuable tool. In terms of what we do as  
 00:11:08 --> 00:11:09: an organization,  
 00:11:09 --> 00:11:13: just kind of break this down really quickly that services  
 00:11:13 --> 00:11:16: by kind of expenditure category and my apologies if the  
 00:11:16 --> 00:11:19: legend there is a little hard to read.  
 00:11:19 --> 00:11:22: So for 2021, the city's operating budget is \$1.6 billion.  
 00:11:22 --> 00:11:25: The blue section of the graph there represents expenditures  
 00:11:25 --> 00:11:26: on  
 00:11:26 --> 00:11:29: public safety,  
 00:11:29 --> 00:11:31: so police and fire. This is the fastest growing component  
 00:11:31 --> 00:11:34: of our expenditures.  
 00:11:34 --> 00:11:37: It's all supported by property tax and is a real  
 00:11:37 --> 00:11:40: kind of notable driver of property tax increases.  
 00:11:40 --> 00:11:44: And and the city is kind of role in the  
 00:11:44 --> 00:11:47: region as a core city does have a significant influence  
 00:11:47 --> 00:11:50: on public safety costs just as kind of a reference  
 00:11:50 --> 00:11:53: point. You know historically, per capita policing costs in  
 00:11:53 --> 00:11:56: Vancouver  
 00:11:56 --> 00:11:57: are roughly double what they have been in Surry,  
 00:11:57 --> 00:12:00: so that that role that we play has big implications  
 00:12:00 --> 00:12:01: on our tax base.  
 00:12:01 --> 00:12:03: The yellow portion of the graph there is our engineering  
 00:12:03 --> 00:12:06: and utilities.  
 00:12:06 --> 00:12:08: So utilities would include water,  
 00:12:08 --> 00:12:12: sewer, sanitation, you know, including the bank over landfill  
 00:12:12 --> 00:12:16: and  
 00:12:16 --> 00:12:18: delta and our neighborhood energy utility.  
 00:12:18 --> 00:12:20: And then the other engineering components are largely kind  
 00:12:20 --> 00:12:22: of  
 00:12:22 --> 00:12:24: streets.  
 00:12:24 --> 00:12:26: Transportation bridges. The green component there are are



essentially our  
00:12:16 --> 00:12:17: community services,  
00:12:17 --> 00:12:20: so parks, arts culture or community services or regulatory  
functions,  
00:12:20 --> 00:12:23: development and planning, as well as the library.  
00:12:23 --> 00:12:25: And as you can see,  
00:12:25 --> 00:12:27: these are. These are smaller expenditures,  
00:12:27 --> 00:12:30: but they have a huge impact on the livability in  
00:12:31 --> 00:12:31: the city,  
00:12:31 --> 00:12:34: and they're very, very highly valued by our residents and  
00:12:34 --> 00:12:35: businesses.  
00:12:35 --> 00:12:38: You know, the challenges that those services are under.  
00:12:38 --> 00:12:41: A lot of pressure from kind of the infrastructure,  
00:12:41 --> 00:12:45: demands and public safety. So long term challenge and not  
00:12:45 --> 00:12:47: crowding out all those other expenditures.  
00:12:47 --> 00:12:50: That kind of really make Vancouver what it is as  
00:12:50 --> 00:12:51: a place to live.  
00:12:51 --> 00:12:53: And then finally the purple component.  
00:12:53 --> 00:12:58: There are corporate support services and are non utility debt  
00:12:58 --> 00:12:59: and capital.  
00:12:59 --> 00:13:02: So in terms of where all that money comes from,  
00:13:02 --> 00:13:06: a revenue profile, property taxes and utility fees make up  
00:13:06 --> 00:13:06: roughly 4/5,  
00:13:06 --> 00:13:10: just over 80%. It's a very stable and predictable revenue  
00:13:10 --> 00:13:13: source for the city you through Cove in we virtually  
00:13:13 --> 00:13:16: saw no increase in delinquencies on taxes,  
00:13:16 --> 00:13:17: which was a real worry,  
00:13:17 --> 00:13:20: but but really pleased to see that.  
00:13:20 --> 00:13:23: So that's a very kind of stable component of revenues,  
00:13:23 --> 00:13:26: but the rest of that kind of 19%  
00:13:26 --> 00:13:28: of the revenue picture there.  
00:13:28 --> 00:13:31: Does have considerable exposure to general economic  
conditions,  
00:13:31 --> 00:13:33: so are you know development fees,  
00:13:33 --> 00:13:36: parking program fees, for example in Parks and Recreation  
rentals  
00:13:36 --> 00:13:38: and revenue sharing with province.  
00:13:38 --> 00:13:42: These are significant revenue sources in Vancouver and  
much more  
00:13:42 --> 00:13:45: so than many other municipalities that rely more heavily on  
00:13:45 --> 00:13:45: tax.  
00:13:45 --> 00:13:47: So it's a real benefit.  
00:13:47 --> 00:13:51: It helps offset some of those core city costs that

00:13:51 --> 00:13:52: we bear,  
 00:13:52 --> 00:13:54: but right now all of those kind of at risk  
 00:13:54 --> 00:13:59: revenue sources were significantly impacted by COVID So maybe I'll  
 00:13:59 --> 00:14:02: segue now to kind of the COVID picture,  
 00:14:02 --> 00:14:04: so I think probably like everybody as of March last  
 00:14:05 --> 00:14:05: year,  
 00:14:05 --> 00:14:08: we kind of fell off the edge of the world  
 00:14:08 --> 00:14:09: as we knew it.  
 00:14:09 --> 00:14:12: You know, are we transitioned approximately 2500 staff to working  
 00:14:12 --> 00:14:15: remotely within the space of a couple of weeks,  
 00:14:15 --> 00:14:17: but at the same time is that we have a  
 00:14:17 --> 00:14:20: lot of our work where staff have been at work  
 00:14:20 --> 00:14:24: on the job at their job sites throughout the pandemic?  
 00:14:24 --> 00:14:25: You know, providing essential services,  
 00:14:25 --> 00:14:28: so there's been a really heavy focus on keeping those.  
 00:14:28 --> 00:14:32: Folks safe both themselves and the public that they interact  
 00:14:32 --> 00:14:32: with,  
 00:14:32 --> 00:14:36: so the business continuity kind of challenges that we faced  
 00:14:36 --> 00:14:39: over the last year have been significant just since November.  
 00:14:39 --> 00:14:43: We've had over 400 cases of staff who've been off  
 00:14:43 --> 00:14:43: work,  
 00:14:43 --> 00:14:47: either due to confirmed cases of COVID or because they're  
 00:14:47 --> 00:14:50: in isolation awaiting tests or on the direction of public  
 00:14:50 --> 00:14:50: health.  
 00:14:50 --> 00:14:54: So some some again, considerable business continuity issues there and  
 00:14:54 --> 00:14:55: and major revenue impacts.  
 00:14:55 --> 00:14:59: So over the kind of two year span of the.  
 00:14:59 --> 00:15:02: Pandemic 2020 and 2021. We're estimating revenue losses,  
 00:15:02 --> 00:15:04: approaching a total of \$170 million.  
 00:15:04 --> 00:15:07: So these again are things like parking in particular,  
 00:15:07 --> 00:15:10: program fees and parks, and unlike senior governments,  
 00:15:10 --> 00:15:14: local governments are required by law to balance our operating  
 00:15:14 --> 00:15:14: budgets.  
 00:15:14 --> 00:15:16: We, we cannot run deficits,  
 00:15:16 --> 00:15:20: so you know, in April of last year looking at  
 00:15:20 --> 00:15:24: those types of revenue losses and and the complete uncertainty  
 00:15:24 --> 00:15:27: as to how long this thing was going to last,  
 00:15:27 --> 00:15:29: we had to implement some.

00:15:29 --> 00:15:31: Very aggressive cost reduction measures.

00:15:31 --> 00:15:35: We implemented temporary layoffs for about 1800 of our staff

00:15:35 --> 00:15:38: across the city in Vancouver Public Library.

00:15:38 --> 00:15:41: Unpaid furloughs for all of our non unionized staff.

00:15:41 --> 00:15:44: You know, an unpaid day off every two weeks and

00:15:44 --> 00:15:48: deferred a whole bunch of capital expenditures as well.

00:15:48 --> 00:15:51: We did receive some funding through the profit.

00:15:51 --> 00:15:54: The provincial federal restart agreement for Vancouver.

00:15:54 --> 00:15:57: It totaled \$16 million and so again,

00:15:57 --> 00:16:00: that's against the loss of \$170 million in revenue.

00:16:00 --> 00:16:04: That was the lowest per capita funding from the province

00:16:04 --> 00:16:05: of any city in BC,

00:16:05 --> 00:16:08: BC. Uniquely in Canada. Distributed that that funding on a

00:16:08 --> 00:16:10: model that waited smaller communities higher.

00:16:10 --> 00:16:12: So Vancouver. Although our revenue impacts were higher,

00:16:12 --> 00:16:15: Salles support from the province in terms of that direct

00:16:15 --> 00:16:16: operational planning.

00:16:16 --> 00:16:19: I would say though the province has stepped up in

00:16:19 --> 00:16:20: other areas,

00:16:20 --> 00:16:22: which I'll talk about in a second.

00:16:22 --> 00:16:25: So essentially how we've been managing apart from those

00:16:25 --> 00:16:27: kind

00:16:27 --> 00:16:30: of major cost savings initiatives,

00:16:30 --> 00:16:31: how we've been managing over the last year and this

00:16:31 --> 00:16:34: year has been.

00:16:34 --> 00:16:38: Tapping into revenue reserves so we do maintain a reserve

00:16:38 --> 00:16:39: to cover unexpected our revenue shocks or costs by the

00:16:39 --> 00:16:42: end of this year.

00:16:42 --> 00:16:45: That reserve is essentially depleted and we're expecting to

00:16:45 --> 00:16:48: draw

00:16:48 --> 00:16:51: almost \$60 million from that reserved for 2021.

00:16:51 --> 00:16:53: And as order magnitude that equates to about a 7%

00:16:53 --> 00:16:56: property tax increase, so it had we had to fund

00:16:56 --> 00:16:58: that through property taxes.

00:16:58 --> 00:17:01: Vancouver would have been looking at about a 12%

00:17:01 --> 00:17:04: property tax increase last year,

00:17:04 --> 00:17:05: so a really tricky balance to maintain our operations.

00:17:05 --> 00:17:09: And kind of come in with balanced budget,

00:17:09 --> 00:17:09: so that's the internal peace.

00:17:09 --> 00:17:12: I think you know, looking outward at Vancouver as a

00:17:12 --> 00:17:13: community.

00:17:13 --> 00:17:15: What I would say is pretty much all of our

00:17:15 --> 00:17:17: hard problems.

00:17:13 --> 00:17:16: I got harder in the last year,  
 00:17:16 --> 00:17:19: so just you know, a few kind of Sentinel indicators.  
 00:17:19 --> 00:17:23: One overdose fatalities you know saw huge increase in 2020,  
 00:17:23 --> 00:17:26: 2019. We've actually seen some positive a positive trend on  
 00:17:26 --> 00:17:27: the overdose crisis,  
 00:17:27 --> 00:17:30: but you know, last year was the worst year yet.  
 00:17:30 --> 00:17:34: And really. That drug supply is as toxic as it  
 00:17:34 --> 00:17:35: has ever been,  
 00:17:35 --> 00:17:39: and unfortunately there's indicators now of increased  
 numbers of residents  
 00:17:39 --> 00:17:41: in Vancouver who are in fact using opioids.  
 00:17:41 --> 00:17:43: So really, really challenging. And again,  
 00:17:43 --> 00:17:46: that that is the kind of second public health crisis  
 00:17:46 --> 00:17:49: that we've been navigating along with COVID.  
 00:17:49 --> 00:17:51: Homelessness really significant increases as well.  
 00:17:51 --> 00:17:54: A function of capacity restrictions in shelters.  
 00:17:54 --> 00:17:57: No guest policies in SRO's and just general fear of  
 00:17:57 --> 00:18:01: people being in those congregate living situations due to  
 code.  
 00:18:01 --> 00:18:04: We've had two large encampments over the period of the  
 00:18:04 --> 00:18:05: pandemic,  
 00:18:05 --> 00:18:06: when and often heimer Parkland,  
 00:18:06 --> 00:18:10: Strathcona Park, and what we've seen is that really  
 disproportionate  
 00:18:10 --> 00:18:13: impact of the pandemic on our vulnerable populations.  
 00:18:13 --> 00:18:16: It's something that we've always known in Vancouver that in  
 00:18:16 --> 00:18:19: an event of a disaster we have really serious.  
 00:18:19 --> 00:18:21: Risks to our vulnerable populations,  
 00:18:21 --> 00:18:24: and that's all manifested with COVID.  
 00:18:24 --> 00:18:27: Thankfully, we've seen some some amazing kind of  
 partnership with  
 00:18:27 --> 00:18:29: the province and the federal government.  
 00:18:29 --> 00:18:32: In response, they have some massive investments in  
 housing in  
 00:18:32 --> 00:18:33: response to homelessness.  
 00:18:33 --> 00:18:36: So some good news there.  
 00:18:36 --> 00:18:38: But yeah, big big challenges St disorder or graffiti.  
 00:18:38 --> 00:18:41: You know this number is kind of reflects our service  
 00:18:41 --> 00:18:44: requests for graffiti on city and private property.  
 00:18:44 --> 00:18:46: This is a dramatic kind of under report.  
 00:18:46 --> 00:18:48: You know, I know some parts of town,  
 00:18:48 --> 00:18:50: you know, even just Hastings Park,  
 00:18:50 --> 00:18:52: the Peony have seen over a 300%

00:18:52 --> 00:18:55: increase in graffiti on their property.

00:18:55 --> 00:18:58: And and these are issues that are are definitely spreading

00:18:58 --> 00:19:01: out well beyond kind of the historical epicenter in the

00:19:02 --> 00:19:03: Downtown Eastside,

00:19:03 --> 00:19:04: and that those core neighborhoods,

00:19:04 --> 00:19:07: and then finally a statistic that you may have heard

00:19:07 --> 00:19:09: from the Vancouver Police Department,

00:19:09 --> 00:19:13: just an astronomical increase in kind of the incidents of

00:19:13 --> 00:19:15: anti Asian racism in the city.

00:19:15 --> 00:19:16: And complaints to the VPD,

00:19:16 --> 00:19:20: extremely troubling huge impacts on our residents and businesses in

00:19:20 --> 00:19:23: Chinatown but but on in residents of Asian heritage across

00:19:23 --> 00:19:24: the city.

00:19:24 --> 00:19:26: So these are. These are.

00:19:26 --> 00:19:29: Significant problems for us to dig out of as a

00:19:29 --> 00:19:29: community,

00:19:29 --> 00:19:32: and we've been doing that while trying to maintain all

00:19:32 --> 00:19:34: of our regular services.

00:19:34 --> 00:19:36: You know, it's required a reallocations of resource is new

00:19:36 --> 00:19:37: tactics,

00:19:37 --> 00:19:39: new partnerships with senior government sandbags,

00:19:39 --> 00:19:42: and not for profits. So we've been really scrambling to

00:19:42 --> 00:19:44: kind of manage these things.

00:19:44 --> 00:19:47: Flip side, there have also been some incredibly positive learnings

00:19:47 --> 00:19:49: and outcomes from COVID as well.

00:19:49 --> 00:19:52: You know our our teams that support vulnerable folks in

00:19:52 --> 00:19:54: the Downtown Eastside have been doing amazing work,

00:19:54 --> 00:19:56: particularly the first phase of the pandemic.

00:19:56 --> 00:19:59: Maintaining access to food, hygiene services and so on.

00:19:59 --> 00:20:02: But I would say it's you know the the use

00:20:02 --> 00:20:04: of public space is I I I would say it's

00:20:04 --> 00:20:06: been revolutionary.

00:20:06 --> 00:20:08: You know, both in terms of the amount of usage

00:20:09 --> 00:20:11: that our parks are getting and and you have seen

00:20:12 --> 00:20:14: that and and then re allocation of Rd space,

00:20:14 --> 00:20:17: 2 plazas and patios. You know we've approved over 600

00:20:17 --> 00:20:19: temporary patio permits this year,

00:20:19 --> 00:20:22: and along with the public space comma,

00:20:22 --> 00:20:25: public realm benefits. There's also in behind that are really

00:20:25 --> 00:20:29: significant process transformation for us as the city with patios

00:20:29 --> 00:20:30: in particular,

00:20:30 --> 00:20:33: so that that was a kind of new entirely new

00:20:33 --> 00:20:37: permitting process that we built in a couple of weeks.

00:20:37 --> 00:20:40: Our team. We're processing applications within two to three business

00:20:40 --> 00:20:40: days.

00:20:40 --> 00:20:44: It's an entirely different kind of calibration of our approach

00:20:44 --> 00:20:45: to risk management.

00:20:45 --> 00:20:48: It's been tremendously. Successful the impact on the city and

00:20:48 --> 00:20:49: businesses has been huge,

00:20:49 --> 00:20:51: so there are really important lessons there.

00:20:51 --> 00:20:54: For us, an organization that I want to make sure

00:20:54 --> 00:20:58: we integrate as permanent changes to the way we do

00:20:58 --> 00:20:58: business.

00:20:58 --> 00:21:01: So then that's kind of past 15 months.

00:21:01 --> 00:21:04: Uhm, no context for where the city is at the

00:21:04 --> 00:21:05: situation for me.

00:21:05 --> 00:21:08: And stepping into this new role and there really isn't

00:21:08 --> 00:21:09: a playbook for this scenario.

00:21:09 --> 00:21:13: You know we're approaching now municipal election in the fall

00:21:13 --> 00:21:13: of 2020,

00:21:13 --> 00:21:15: so our Council, like others,

00:21:15 --> 00:21:17: is focused on utilizing their end of their term to

00:21:17 --> 00:21:20: deliver on kind of their priorities and commitments.

00:21:20 --> 00:21:23: And we're now emerging from the kind of direct response

00:21:23 --> 00:21:25: phase of the pandemic.

00:21:25 --> 00:21:26: There's a number of ongoing impacts,

00:21:26 --> 00:21:28: but we're also looking at.

00:21:28 --> 00:21:31: It's returned to something like more normal life.

00:21:31 --> 00:21:34: So I want to give you just a quick kind

00:21:34 --> 00:21:37: of snapshot overview of some of the key priorities for

00:21:37 --> 00:21:39: me or themes you know at the time.

00:21:39 --> 00:21:42: Seeing for for for me personally in the job over

00:21:42 --> 00:21:44: the next 6 to 12 months.

00:21:44 --> 00:21:46: Speak just quickly about each of these.

00:21:46 --> 00:21:48: First of all, council. You know,

00:21:48 --> 00:21:51: in 2018, Vancouver voters elected a very different council in

00:21:51 --> 00:21:53: Vancouver in with an independent mayor and no majority on

00:21:54 --> 00:21:54: council.

00:21:54 --> 00:21:57: That has resulted in issues being subject to quite a

00:21:57 --> 00:21:59: bit more debate and less predictable outcomes.

00:21:59 --> 00:22:02: Kind of through the legislative process and a staff that's

00:22:02 --> 00:22:03: required us to work differently.

00:22:03 --> 00:22:06: You know adjust how we support Council and that work

00:22:06 --> 00:22:07: is ongoing.

00:22:07 --> 00:22:09: So key role for me is city manager is primary

00:22:09 --> 00:22:12: interface between Council and the public service,

00:22:12 --> 00:22:14: so that's work that I need to keep.

00:22:14 --> 00:22:16: Focusing on, you know the organization.

00:22:16 --> 00:22:19: We've had key leadership roles to fill our director of

00:22:19 --> 00:22:21: planning with Teresa at Ganahl,

00:22:21 --> 00:22:23: our general Manager of Development,

00:22:23 --> 00:22:26: building licensing Andrea Law is going to be stepping into

00:22:26 --> 00:22:28: that role by replacing Jesse Adcock.

00:22:28 --> 00:22:31: There's now are the deputy city manager role that I

00:22:31 --> 00:22:34: feel previously that that needs to be filled,

00:22:34 --> 00:22:37: so some key leadership gaps there and and also our

00:22:37 --> 00:22:38: staff is tired and stretched.

00:22:38 --> 00:22:41: So prioritization and focus is really critical.

00:22:41 --> 00:22:44: It's it's not an easy thing to do at all.

00:22:44 --> 00:22:47: But that's a key focus for us and then and

00:22:47 --> 00:22:50: then transitioning back to kind of normal life,

00:22:50 --> 00:22:53: you know, how do we use our office environments and

00:22:53 --> 00:22:55: our our kind of real estate footprint?

00:22:55 --> 00:22:57: Provide flexibility for staff? How do we maintain the speed

00:22:57 --> 00:23:00: and adaptability that we've demonstrated through the pandemic?

00:23:00 --> 00:23:02: So those are key pieces for me.

00:23:02 --> 00:23:05: Kind of looking at the organization internally.

00:23:05 --> 00:23:07: The budget piece is always there,

00:23:07 --> 00:23:09: but 2022 is going to pose some very,

00:23:09 --> 00:23:11: very difficult challenges and tradeoffs for Council.

00:23:11 --> 00:23:14: You know, it's the final year of counsels.

00:23:14 --> 00:23:16: Mandate and there's a lot of issues that Council is

00:23:16 --> 00:23:17: looking to resolve.

00:23:17 --> 00:23:19: Our financial standing. We reserve.

00:23:19 --> 00:23:20: Really, our cushion is gone,

00:23:20 --> 00:23:23: so 2022 is going to be a tough year,

00:23:23 --> 00:23:26: budget wise, and we're now starting the process of building

00:23:26 --> 00:23:29: out our next four year capital investment plan so those

00:23:29 --> 00:23:31: those investment plans kind of mirror the political cycle.

00:23:31 --> 00:23:34: So that's work we need to do for the next

00:23:34 --> 00:23:35: year is.

00:23:35 --> 00:23:38: Building out that the next iteration of that four year

00:23:38 --> 00:23:38: plan.

00:23:38 --> 00:23:41: Come on, the service delivery side key key priority is

00:23:41 --> 00:23:44: planning and development and happy to talk more about this

00:23:44 --> 00:23:46: in the conversation today,

00:23:46 --> 00:23:49: but we've got really, really serious challenges in our building

00:23:49 --> 00:23:52: and development approvals processes that we need to fix.

00:23:52 --> 00:23:55: That's one of the core functions that we perform as

00:23:55 --> 00:23:58: a city is enabling development and we've got real issues

00:23:58 --> 00:24:00: there that we need to get on.

00:24:00 --> 00:24:03: And councils been clear about that with with us as

00:24:03 --> 00:24:03: well.

00:24:03 --> 00:24:06: And then a lot of really important work going on

00:24:06 --> 00:24:09: around land use planning some critical planning.

00:24:09 --> 00:24:12: Programs banks for plan Broadway plan will love housing

00:24:12 --> 00:24:13: work

00:24:12 --> 00:24:13: that's underway.

00:24:13 --> 00:24:14: Teresa O'Donnell is leading that,

00:24:14 --> 00:24:18: but there's a you know import rule that I need

00:24:18 --> 00:24:21: to play in supporting her and her team at work.

00:24:21 --> 00:24:24: And then finally just around the social and economic recovery

00:24:24 --> 00:24:25: again.

00:24:25 --> 00:24:28: A lot of kind of key landmark initiatives there.

00:24:28 --> 00:24:30: We. We just recently the city submitted an application to

00:24:30 --> 00:24:34: Health Canada to decriminalize possession of controlled

00:24:34 --> 00:24:36: substances in Vancouver,

00:24:34 --> 00:24:36: so working on that submission,

00:24:36 --> 00:24:39: we're now awaiting feedback from Health Canada on that.

00:24:39 --> 00:24:42: And Vancouver Council is also asked us to put in

00:24:42 --> 00:24:45: place a process to review policing in Vancouver and the

00:24:45 --> 00:24:49: opportunity to potentially transition certain types of services

00:24:49 --> 00:24:51: away from

00:24:49 --> 00:24:51: policing to other services. Other service providers.

00:24:51 --> 00:24:53: That's a very, very complex discussion,

00:24:53 --> 00:24:56: so we're now embarking on that as well and then

00:24:56 --> 00:24:59: continuing to support businesses in Vancouver.

00:24:59 --> 00:25:02: So public space in Street uses a big part of

00:25:02 --> 00:25:02: that.

00:25:02 --> 00:25:06: Also gearing up to support the event sector as it

00:25:06 --> 00:25:08: restarts moving forward.

00:25:08 --> 00:25:11: So then just very quickly just checking our time here.

00:25:11 --> 00:25:14: Yeah, I wanted to speak about a couple of longer

00:25:14 --> 00:25:17: term kind of opportunities and challenges and I think you

00:25:17 --> 00:25:19: know the folks on this meeting today will be pretty



00:25:19 --> 00:25:22: well acquainted with some of the big kind of existential  
 00:25:22 --> 00:25:24: questions we face in our region around affordability,  
 00:25:24 --> 00:25:27: mobility, climate change. So I'm not going to touch on  
 00:25:27 --> 00:25:27: those,  
 00:25:27 --> 00:25:30: but maybe at a bit of more granular level.  
 00:25:30 --> 00:25:33: Some things that I think we're going to need to  
 00:25:33 --> 00:25:34: wrestle with and land,  
 00:25:34 --> 00:25:36: you know, over the coming years.  
 00:25:36 --> 00:25:38: So first is and I kind of.  
 00:25:38 --> 00:25:41: Touched on it in relation to permitting is just modernizing  
 00:25:41 --> 00:25:42: our regulatory framework.  
 00:25:42 --> 00:25:45: We have relied in Vancouver quite heavily on land use  
 00:25:45 --> 00:25:48: and building bylaws to drive public policy objectives and  
 00:25:49 --> 00:25:51: that on successively over a number of decades,  
 00:25:51 --> 00:25:54: and the result is a regulatory framework that's quite difficult  
 00:25:54 --> 00:25:56: to work in difficult for applicants.  
 00:25:56 --> 00:25:59: Project proponents, as well As for staff.  
 00:25:59 --> 00:26:02: It's overly prescriptive in some respects and overly  
 00:26:02 --> 00:26:03: discretionary in  
 00:26:03 --> 00:26:05: other respects,  
 00:26:05 --> 00:26:07: so that's work. Absolutely, we need to do,  
 00:26:07 --> 00:26:11: and there are real opportunities there,  
 00:26:11 --> 00:26:14: I believe. Managing and financing growth.  
 00:26:14 --> 00:26:18: Vancouver, you know in the coming decades we we have  
 00:26:19 --> 00:26:22: a really significant challenge around infrastructure costs both  
 00:26:22 --> 00:26:26: in renewal  
 00:26:26 --> 00:26:28: of our existing infrastructure but also the infrastructure  
 00:26:28 --> 00:26:31: investment.  
 00:26:31 --> 00:26:33: It's going to take to support the type of growth  
 00:26:33 --> 00:26:35: that we're contemplating in Vancouver,  
 00:26:35 --> 00:26:39: and that will be a very difficult discussion,  
 00:26:39 --> 00:26:42: particularly when there are other agencies,  
 00:26:42 --> 00:26:45: regional agencies in the province.  
 00:26:45 --> 00:26:48: Also looking at development costs and and and potentially  
 00:26:48 --> 00:26:49: grabbing  
 00:26:49 --> 00:26:51: some of those development costs to pay for.  
 00:26:51 --> 00:26:54: Other infrastructure like transportation, the city CAC program  
 00:26:54 --> 00:26:58: Committee,  
 00:26:58 --> 00:27:01: any contribution program as a source of kind of ongoing  
 00:27:01 --> 00:27:04: discussion with industry,  
 00:27:04 --> 00:27:07: a source of consternation in some respects.  
 00:27:07 --> 00:27:10: But we are going to need to find a way

00:26:54 --> 00:26:56: to pay for growth in Vancouver.  
 00:26:56 --> 00:26:59: It's not going to be feasible for the tax base  
 00:26:59 --> 00:27:01: to absorb all of those financial impacts,  
 00:27:01 --> 00:27:03: and that's a long term issue.  
 00:27:03 --> 00:27:05: We're going to wrestle with,  
 00:27:05 --> 00:27:07: I think, like a lot of organizations,  
 00:27:07 --> 00:27:10: talent and culture are going to be a real challenge.  
 00:27:10 --> 00:27:12: You know, we've got some great opportunities.  
 00:27:12 --> 00:27:15: I think coming out of the pandemic to provide staff  
 00:27:15 --> 00:27:17: with some flexibility in how we work and to build  
 00:27:18 --> 00:27:19: on the list of the pandemic,  
 00:27:19 --> 00:27:22: but our staff are burnt out and and we're going  
 00:27:22 --> 00:27:24: to see like I think all of us are going  
 00:27:24 --> 00:27:27: to see ongoing kind of mental health impacts from the  
 00:27:27 --> 00:27:29: pandemic that will be long term.  
 00:27:29 --> 00:27:31: So I do think we're at risk of kind of  
 00:27:31 --> 00:27:34: losing folks both the early retirement and and other jobs  
 00:27:34 --> 00:27:37: and so on so that the talent culture piece will  
 00:27:37 --> 00:27:38: be a real focus for us.  
 00:27:38 --> 00:27:41: And then finally just wanted to touch on our partnership  
 00:27:41 --> 00:27:44: with the host nation so mushroom smallish label tooth.  
 00:27:44 --> 00:27:47: Uhm, you know. Clearly from my perspective anyways.  
 00:27:47 --> 00:27:51: You know reconciliation there? There's a fundamental  
 imperative for us  
 00:27:51 --> 00:27:52: as a city.  
 00:27:52 --> 00:27:54: As a country, both morally and economically.  
 00:27:54 --> 00:27:57: But beyond that, MST are in a position to have  
 00:27:58 --> 00:28:01: a huge influence on how the city develops in the  
 00:28:01 --> 00:28:02: coming decade.  
 00:28:02 --> 00:28:04: I'm looking at Sinach Jericho.  
 00:28:04 --> 00:28:07: Heather lands potentially what happens at UBC?  
 00:28:07 --> 00:28:10: We as a city have an obligation to enable that,  
 00:28:10 --> 00:28:14: and to work with the nations to enable them to  
 00:28:14 --> 00:28:15: realize their.  
 00:28:15 --> 00:28:18: Economic opportunities but also thinking of you know the  
 potential  
 00:28:18 --> 00:28:20: for housing and new amenities for Vancouver.  
 00:28:20 --> 00:28:24: The opportunities for the city as a whole are massive  
 00:28:24 --> 00:28:24: as well.  
 00:28:24 --> 00:28:26: So there's lots of debate.  
 00:28:26 --> 00:28:28: I think our room for debate on all these issues  
 00:28:28 --> 00:28:31: and nothing really straightforward about any of them.

00:28:31 --> 00:28:33: You know, one of the challenges,

00:28:33 --> 00:28:36: I think from my perspective in in the public discourse,

00:28:36 --> 00:28:38: and this isn't at all unique to Vancouver.

00:28:38 --> 00:28:41: We've seen it in Canada and around the world is

00:28:41 --> 00:28:44: a tendency towards kind of partial analysis and uni  
dimensional

00:28:44 --> 00:28:45: solutions.

00:28:45 --> 00:28:48: And what I would say is all of these issues

00:28:48 --> 00:28:51: are complex and I'm not much of a quote guy,

00:28:51 --> 00:28:55: but there's one that kind of really resonates for me.

00:28:55 --> 00:28:58: That that there are no simple solutions here.

00:28:58 --> 00:29:00: These issues will all weren't really serious consideration.

00:29:00 --> 00:29:02: Debate around options and tradeoffs,

00:29:02 --> 00:29:05: and I think you know from my perspective,

00:29:05 --> 00:29:08: given the work that you do and the expertise that

00:29:08 --> 00:29:09: you have you,

00:29:09 --> 00:29:12: a Members have a really important role to play and

00:29:12 --> 00:29:15: a lot of value to contribute to the discussion.

00:29:15 --> 00:29:19: So again, just really appreciate the opportunity to kind of

00:29:19 --> 00:29:22: start that today in terms of for me personally and

00:29:22 --> 00:29:25: to continue the long standing kind of engagement between  
the.

00:29:25 --> 00:29:28: City and UI. So with that,

00:29:28 --> 00:29:33: I'll stop sharing my piece and then happy to chat.

00:29:33 --> 00:29:33: Great,

00:29:33 --> 00:29:35: great, well well thanks very much much Paulina.

00:29:35 --> 00:29:37: You know a lot of what you touched on our

00:29:37 --> 00:29:40: conversations we've been having over the last year both in

00:29:40 --> 00:29:42: small groups and and and in settings like this.

00:29:42 --> 00:29:44: And as I shared before,

00:29:44 --> 00:29:46: some of those are conversations we're going to continue,

00:29:46 --> 00:29:47: especially around that piece around.

00:29:47 --> 00:29:50: How do we can factor in city building and as

00:29:50 --> 00:29:51: it relates to working with our,

00:29:51 --> 00:29:54: you know indigenous partners, so I appreciate that comment.

00:29:54 --> 00:29:56: So we've had a lot of people joined so I

00:29:56 --> 00:29:58: just want to welcome everybody since we since we got

00:29:58 --> 00:30:01: started we just wrapped up our our keynote here with

00:30:01 --> 00:30:03: the new city manager Paul Mockery.

00:30:03 --> 00:30:04: And so we're going to shift.

00:30:04 --> 00:30:06: Now to a bit of a fireside chat with our

00:30:06 --> 00:30:09: moderator Patty Glass from growth in America.

00:30:09 --> 00:30:11: In the meantime, we will get to questions.

00:30:11 --> 00:30:13: I see some people have already put them in,  
 00:30:13 --> 00:30:15: but there is a Q&A function at the bottom,  
 00:30:15 --> 00:30:17: so feel free to add your questions in there or  
 00:30:18 --> 00:30:20: upvote some questions that are maybe similar and I'll come  
 00:30:20 --> 00:30:23: back later and sort of work with Patty to work  
 00:30:23 --> 00:30:25: through some of those questions and maybe compile some  
 of  
 00:30:25 --> 00:30:26: them together.  
 00:30:26 --> 00:30:28: But for now I do want to pass it over  
 00:30:28 --> 00:30:29: to Patty.  
 00:30:29 --> 00:30:30: Patty is a long time,  
 00:30:30 --> 00:30:33: you a liar and was actually our former UI communications  
 00:30:33 --> 00:30:34: chair where I first met her.  
 00:30:34 --> 00:30:36: On the UI Board Management Committee,  
 00:30:36 --> 00:30:39: I should say, and it was also as I.  
 00:30:39 --> 00:30:42: I will routinely say forever whenever I see her and  
 00:30:42 --> 00:30:45: introduce her that she was the inaugural Wli Award winner  
 00:30:45 --> 00:30:46: for for our first annual award.  
 00:30:46 --> 00:30:49: So I was very pleased to see that too,  
 00:30:49 --> 00:30:52: and she had a wonderful nomination from from her team  
 00:30:52 --> 00:30:52: there.  
 00:30:52 --> 00:30:54: So Patty is always, I'm really excited.  
 00:30:54 --> 00:30:57: You could join us and I will come back.  
 00:30:57 --> 00:31:00: Probably the next 1520 minutes or I'll wait for your  
 00:31:00 --> 00:31:00: signal.  
 00:31:00 --> 00:31:03: But I'm really excited to hear your conversation between you  
 00:31:03 --> 00:31:04: and Paul.  
 00:31:04 --> 00:31:06: Thank you so much Duncan.  
 00:31:06 --> 00:31:09: And yes, you will need to signal me because I  
 00:31:09 --> 00:31:12: have so much to ask Paul and and before I  
 00:31:12 --> 00:31:14: do that I want to come also.  
 00:31:14 --> 00:31:17: Respectfully acknowledge that I am on here with you today  
 00:31:17 --> 00:31:20: on Yancey territories of the Mushrooms Commission sale.  
 00:31:20 --> 00:31:22: A tooth nations. So thank you so much,  
 00:31:22 --> 00:31:25: evil eye and Paul for your time and for and  
 00:31:25 --> 00:31:28: for all of you joining us today and spending your  
 00:31:28 --> 00:31:31: lunch hour to get to know Paul and hear of  
 00:31:31 --> 00:31:35: these ambitious plans and. And I mean so much jumped  
 00:31:35 --> 00:31:35: out to me.  
 00:31:35 --> 00:31:39: Most of all, the fact that you have 8000 staff.  
 00:31:39 --> 00:31:43: So rather than go there because we could spend the  
 00:31:43 --> 00:31:44: entire hour on that,

00:31:44 --> 00:31:47: what did jump out to me on on your on  
 00:31:47 --> 00:31:50: your slide deck there was was on the expenditures budget  
 00:31:51 --> 00:31:55: and that the development and building and licensing  
 accounted for  
 00:31:55 --> 00:31:57: about 2% of the budget presented.  
 00:31:57 --> 00:32:01: Meanwhile, setting aside the fact that I contribute a big  
 00:32:01 --> 00:32:02: portion of that 1%  
 00:32:02 --> 00:32:06: bylaw revenue fee due to the amount of parking tickets.  
 00:32:06 --> 00:32:09: Each year in my electric car mind you,  
 00:32:09 --> 00:32:11: the property taxes accounted for nearly 60%  
 00:32:11 --> 00:32:15: of the operating revenue, so I just quickly put those  
 00:32:15 --> 00:32:16: two together in my mind.  
 00:32:16 --> 00:32:19: And I thought maybe you could add some color around  
 00:32:19 --> 00:32:23: some sort of permitting process improvements that will  
 ultimately generate  
 00:32:23 --> 00:32:26: more homes and thus more revenue for this city.  
 00:32:26 --> 00:32:28: If we could maybe start there.  
 00:32:28 --> 00:32:30: If that works for you.  
 00:32:30 --> 00:32:34: Yeah, sure, thanks buddy. Absolutely so yeah our permitting  
 work  
 00:32:34 --> 00:32:36: that part of our our services are all paid by  
 00:32:36 --> 00:32:37: fees.  
 00:32:37 --> 00:32:40: But you're right, it has a significant impact on the  
 00:32:40 --> 00:32:40: tax base.  
 00:32:40 --> 00:32:42: So in you know what,  
 00:32:42 --> 00:32:45: we're what we're facing right now is a combination of  
 00:32:45 --> 00:32:46: a number of factors.  
 00:32:46 --> 00:32:49: So, as I mentioned, a really really complicated regulatory  
 regime  
 00:32:49 --> 00:32:52: in Vancouver that's built up over time and is kind  
 00:32:52 --> 00:32:55: of become a way of doing business here for the  
 00:32:55 --> 00:32:57: city. But then over the last year,  
 00:32:57 --> 00:33:00: and it's an issue that we've been working on for  
 00:33:00 --> 00:33:01: a number of years.  
 00:33:01 --> 00:33:04: And had been making, I would say incremental progress on  
 00:33:04 --> 00:33:04: that.  
 00:33:04 --> 00:33:07: What's happened in the last year though is 2 things.  
 00:33:07 --> 00:33:10: One is COVID and the shift that we had to  
 00:33:10 --> 00:33:13: make very quickly to doing that work remotely.  
 00:33:13 --> 00:33:15: We did not. We were able to continue it,  
 00:33:15 --> 00:33:18: but not in that. I would say in an efficient  
 00:33:18 --> 00:33:21: manner so we didn't have good systems in place to  
 00:33:21 --> 00:33:24: essentially transition all of what we used to happen in

00:33:24 --> 00:33:26: person at the inquiry center into email.

00:33:26 --> 00:33:30: So we've been just buried in email and phone traffic

00:33:30 --> 00:33:31: and and like they are now.

00:33:31 --> 00:33:34: Kind of. Only now being able to put places pieces

00:33:34 --> 00:33:36: in place to manage that more effectively.

00:33:36 --> 00:33:40: The other is because of the financial constraints we were

00:33:40 --> 00:33:40: facing last year.

00:33:40 --> 00:33:43: We actually held a lot of the staff,

00:33:43 --> 00:33:45: a lot of vacancies across the organization,

00:33:45 --> 00:33:47: but including in development, building licensing,

00:33:47 --> 00:33:48: so we were significantly understaffed.

00:33:48 --> 00:33:51: We have since now gone and fill those positions,

00:33:51 --> 00:33:54: but then we have a kind of phenomenon where we

00:33:54 --> 00:33:57: have staff all moving around within the organization and it

00:33:57 --> 00:34:00: creates a lot of internal churn and efficiency associated with

00:34:00 --> 00:34:04: filling those vacancies so. That has created this problem,

00:34:04 --> 00:34:06: you know, really, really critical problem.

00:34:06 --> 00:34:09: Now where our turn around times and backlogs and service

00:34:09 --> 00:34:13: levels are far worse than they were at the start

00:34:13 --> 00:34:14: of the pandemic.

00:34:14 --> 00:34:17: So we certainly get that we recognize the impact on

00:34:17 --> 00:34:18: you know,

00:34:18 --> 00:34:20: housing production, but also the economy.

00:34:20 --> 00:34:23: We've got a lot of businesses in queue waiting for

00:34:23 --> 00:34:24: business licenses,

00:34:24 --> 00:34:26: zoning approval, you know, T permits,

00:34:26 --> 00:34:30: so there's there's multiple kind of knock on dimensions of

00:34:30 --> 00:34:33: that and and councils heard it very clearly.

00:34:33 --> 00:34:34: From us so you know,

00:34:34 --> 00:34:37: they they directed me to establish kind of an internal

00:34:37 --> 00:34:39: task force chaired by me.

00:34:39 --> 00:34:42: So it's really clear who's on who's next on the

00:34:42 --> 00:34:44: line for this one to kind of come up with

00:34:44 --> 00:34:47: an expedited process to resolve those.

00:34:47 --> 00:34:50: And really, what it's enabled us to do is not

00:34:50 --> 00:34:52: only look at kind of process and technology,

00:34:52 --> 00:34:55: which were things we were working on,

00:34:55 --> 00:34:57: some of which are longer term but also the regulatory

00:34:58 --> 00:34:58: regime.

00:34:58 --> 00:35:00: So simplifying the rules 'cause there isn't,

00:35:00 --> 00:35:03: we're not going to make kind of really substantial progress.

00:35:03 --> 00:35:06: On this issue, without looking at that framework of rules

00:35:06 --> 00:35:08: that we're trying to operate in,  
00:35:08 --> 00:35:12: so you may have seen a report that we brought  
00:35:12 --> 00:35:14: to Council last week.  
00:35:14 --> 00:35:17: That set out a record number of recommendations around  
changes  
00:35:17 --> 00:35:20: in how we manage both around design reviews for single  
00:35:21 --> 00:35:21: family homes,  
00:35:21 --> 00:35:24: application of the tree bylaw as well as the climate  
00:35:24 --> 00:35:25: emergency.  
00:35:25 --> 00:35:27: Deferring some new building requirements.  
00:35:27 --> 00:35:29: Now Council didn't accept that one,  
00:35:29 --> 00:35:32: but the other six that were in that report were  
00:35:32 --> 00:35:33: accepted.  
00:35:33 --> 00:35:36: I think on the climate.  
00:35:36 --> 00:35:39: You know, with respect to the zero emissions building  
requirements,  
00:35:39 --> 00:35:42: that Council decided not to proceed with in 2022 as  
00:35:42 --> 00:35:42: scheduled.  
00:35:42 --> 00:35:45: That was also a very helpful decision by Council,  
00:35:45 --> 00:35:48: 'cause it gave us clear direction on prioritization of objectives.  
00:35:48 --> 00:35:51: And that's one of the things that we've been wrestling  
00:35:51 --> 00:35:52: with as well.  
00:35:52 --> 00:35:54: But that was the first week.  
00:35:54 --> 00:35:57: We have dozens and dozens of other opportunities like that  
00:35:58 --> 00:36:00: that staff are now in the in the midst of  
00:36:00 --> 00:36:03: processing to determine what other changes can we make,  
00:36:03 --> 00:36:06: including, you know, looking at more reliance on.  
00:36:06 --> 00:36:08: External professionals Letters of assurance.  
00:36:08 --> 00:36:11: Looking at, you know, the phasing of development and  
building  
00:36:11 --> 00:36:11: permits,  
00:36:11 --> 00:36:14: and there's a way that we can run those processes  
00:36:14 --> 00:36:17: more concurrently as opposed to sequentially.  
00:36:17 --> 00:36:19: So it's it's a very long list.  
00:36:19 --> 00:36:22: All of that work takes a lot of analysis.  
00:36:22 --> 00:36:25: You know, one of the things that.  
00:36:25 --> 00:36:27: I think it's important to recognize that all of these  
00:36:27 --> 00:36:29: regulatory requirements exist for a reason.  
00:36:29 --> 00:36:32: None of them were intended to slow down the process.  
00:36:32 --> 00:36:33: So when we remove them,  
00:36:33 --> 00:36:35: they all have impacts and we need to make sure  
00:36:36 --> 00:36:38: and Council needs to know what those impacts are.  
00:36:38 --> 00:36:40: So that's the work that we're doing,

00:36:40 --> 00:36:42: but this is really step one of the process is  
00:36:42 --> 00:36:44: going to continue for some time,  
00:36:44 --> 00:36:47: and it's it's really the first time since I've been  
00:36:47 --> 00:36:49: here in 10 years that we have actually asked this  
00:36:49 --> 00:36:52: question about what can we change in the regulation and  
00:36:52 --> 00:36:55: actually start at least exploring the notion of peeling some  
00:36:55 --> 00:36:55: things.  
00:36:55 --> 00:36:58: Back so it's a. It's an important kind of I  
00:36:58 --> 00:36:58: think,  
00:36:58 --> 00:37:00: point and like I say,  
00:37:00 --> 00:37:02: I'm optimistic that we will actually be able to make  
00:37:02 --> 00:37:05: real headway now. Well, and thanks for adding so much  
00:37:05 --> 00:37:08: color that you know the report that we're talking about  
00:37:08 --> 00:37:10: for everyone on the call.  
00:37:10 --> 00:37:12: I do encourage encourage you all to take a look  
00:37:12 --> 00:37:13: through.  
00:37:13 --> 00:37:15: Maybe we'll share it in the notes,  
00:37:15 --> 00:37:17: but it did offer just a series of sweeping measures  
00:37:18 --> 00:37:19: that were really meant to.  
00:37:19 --> 00:37:21: As you said, reform that backlog.  
00:37:21 --> 00:37:24: Those that that backlogged residential permitting process  
00:37:24 --> 00:37:25: that that has  
00:37:24 --> 00:37:25: been brought on by Percy exploding.  
00:37:25 --> 00:37:29: Housing market the surge in applications and coupled with  
00:37:29 --> 00:37:32: the  
00:37:29 --> 00:37:32: staff who are at capacity as you mentioned and just  
00:37:32 --> 00:37:35: due to the work from home challenges that you know  
00:37:35 --> 00:37:38: we've all we all face and and they're not excluded  
00:37:38 --> 00:37:39: from that,  
00:37:39 --> 00:37:42: of course. So the I was going to ask you  
00:37:42 --> 00:37:43: about,  
00:37:43 --> 00:37:44: you know the the, the,  
00:37:44 --> 00:37:47: the climate peace not getting through just given that in  
00:37:48 --> 00:37:48: 2019.  
00:37:48 --> 00:37:51: I believe 50% of the carbon emissions in the city  
00:37:51 --> 00:37:54: did come from natural gas use in buildings.  
00:37:54 --> 00:37:56: I was surprised to learn that.  
00:37:56 --> 00:37:59: And you know, again, just just thinking about that headline  
00:37:59 --> 00:38:01: risk that could have been attached to you know,  
00:38:01 --> 00:38:03: Vancouver decides to pause the you know,  
00:38:03 --> 00:38:06: addressing net zero requirements and it's really not that at  
00:38:06 --> 00:38:06: all.



00:38:06 --> 00:38:08: You were simply just saying,  
00:38:08 --> 00:38:10: you know, to temporarily hold it back for a year  
00:38:11 --> 00:38:13: while you get the house in order.  
00:38:13 --> 00:38:15: I think that that distinction is important to to just,  
00:38:15 --> 00:38:19: you know. Again, do a bit of positive PR PR  
00:38:19 --> 00:38:22: for the city to say you weren't trying to throw  
00:38:22 --> 00:38:23: it all away.  
00:38:23 --> 00:38:26: And and in that one of one of the items  
00:38:26 --> 00:38:29: that did did that did get approved was the temporary  
00:38:29 --> 00:38:33: relaxation around that by law regarding a static review and  
00:38:33 --> 00:38:35: building design for certain neighborhoods in the city.  
00:38:35 --> 00:38:38: And I live near not in shawnessy but near Shaughnessy.  
00:38:38 --> 00:38:41: And you know, when I when I walk around the  
00:38:41 --> 00:38:43: neighborhood with my young son,  
00:38:43 --> 00:38:46: I I often can pick out homes that I think  
00:38:46 --> 00:38:48: were probably built in the 90s.  
00:38:48 --> 00:38:51: And I think what what happened at that time at  
00:38:51 --> 00:38:54: City Council when it seemed to be.  
00:38:54 --> 00:38:57: That would be that charming arts and craft character arts  
00:38:57 --> 00:39:01: and crafts character maybe took a backseat and and things  
00:39:01 --> 00:39:05: were being allowed to go through and I just wonder  
00:39:05 --> 00:39:08: we're not going to look back in time and in  
00:39:08 --> 00:39:11: reference to home from 2021 because of this temporary,  
00:39:11 --> 00:39:14: you know, pause on certain design requirements.  
00:39:14 --> 00:39:18: So are there built-in measures to again maintain the  
character  
00:39:18 --> 00:39:21: that our neighborhoods have come become known for?  
00:39:21 --> 00:39:21: Yeah,  
00:39:21 --> 00:39:24: yeah, no, it's a great thanks for.  
00:39:24 --> 00:39:27: Asking the question, and because those design reviews  
again were  
00:39:27 --> 00:39:28: instituted for a reason.  
00:39:28 --> 00:39:31: I think one of the challenges that we were struggling  
00:39:31 --> 00:39:34: with this staff is the fact that they are only  
00:39:34 --> 00:39:37: applied in certain neighborhoods and it's very hard to justify  
00:39:37 --> 00:39:41: why that is the case.  
00:39:41 --> 00:39:43: So that's I think that's one issue.  
00:39:43 --> 00:39:44: There's an equity question there,  
00:39:44 --> 00:39:47: and secondly, I think there there's a disproportionate amount  
of  
00:39:47 --> 00:39:50: resources that is then invested in those design reviews  
relative  
00:39:50 --> 00:39:52: to the footprint of the project.

00:39:52 --> 00:39:54: So yeah, I think that that that is the risk  
 00:39:54 --> 00:39:55: though,  
 00:39:55 --> 00:39:57: and and it is a it is a trial,  
 00:39:57 --> 00:40:00: so I think we're going to see and ultimately will  
 00:40:00 --> 00:40:03: have to assess what the impacts of that are.  
 00:40:03 --> 00:40:05: You know, over the next year,  
 00:40:05 --> 00:40:08: or potentially longer, depending on where where Council  
 wants to  
 00:40:08 --> 00:40:08: go with it.  
 00:40:08 --> 00:40:11: But yeah, I think that's when I talked about.  
 00:40:11 --> 00:40:13: Like all of these decisions require tradeoffs,  
 00:40:13 --> 00:40:15: and to move things faster,  
 00:40:15 --> 00:40:16: it means city have to.  
 00:40:16 --> 00:40:18: City staff have to do less work.  
 00:40:18 --> 00:40:21: There's definitely efficiencies that we can build into the  
 process  
 00:40:21 --> 00:40:22: as well,  
 00:40:22 --> 00:40:25: but having that level of design review will just take  
 00:40:25 --> 00:40:26: effort and time and staff.  
 00:40:26 --> 00:40:29: So I think you know we're going to continue to  
 00:40:29 --> 00:40:31: present do our best to analyze,  
 00:40:31 --> 00:40:34: kind of where the the best kind of risk,  
 00:40:34 --> 00:40:37: reward tradeoffs are on all of these traits on all  
 00:40:37 --> 00:40:40: of these changes this this first round was really focused  
 00:40:40 --> 00:40:41: on where we could.  
 00:40:41 --> 00:40:46: Achieve. Some significant benefit pretty quickly because of  
 the kind  
 00:40:46 --> 00:40:48: of critical nature of the problem.  
 00:40:48 --> 00:40:51: Some of these, I think issues that we're going to  
 00:40:51 --> 00:40:54: be looking at more long term will will maybe take  
 00:40:54 --> 00:40:55: longer to materialize.  
 00:40:55 --> 00:40:57: They may require more discussion,  
 00:40:57 --> 00:40:58: kind of with stakeholders and constituents,  
 00:40:58 --> 00:41:01: but yeah, this round was intended was to get out  
 00:41:01 --> 00:41:03: the gate pretty quickly.  
 00:41:04 --> 00:41:07: Thanks for touching on that and and just again one  
 00:41:07 --> 00:41:09: of the other initiatives that I.  
 00:41:09 --> 00:41:11: If because we've got some time I wanted to ask  
 00:41:11 --> 00:41:15: you about the climate emergency action plan and just put  
 00:41:15 --> 00:41:17: it there for a moment if I can around the  
 00:41:17 --> 00:41:20: feasibility study that is done looking at charging vehicles to  
 00:41:20 --> 00:41:23: enter the metro core and just curious about when quality  
 00:41:24 --> 00:41:26: price thing as it seems to me to be 2

00:41:26 --> 00:41:28: pronged. One is how do you generate vibrancy in the  
00:41:28 --> 00:41:31: downtown core while also addressing the climate crisis you  
00:41:31 --> 00:41:33: know?  
00:41:33 --> 00:41:35: Are you where are you with that?  
00:41:35 --> 00:41:37: As far as mobility pricing?  
00:41:37 --> 00:41:40: Yeah, great question. Mobility, pricing,  
00:41:40 --> 00:41:42: extremely complex. You know the city of Vancouver is  
00:41:42 --> 00:41:45: starting  
00:41:45 --> 00:41:48: the work around mobility pricing,  
00:41:48 --> 00:41:50: but it really is a regional discussion and I think  
00:41:50 --> 00:41:52: we're really cognizant that we we have to be working  
00:41:52 --> 00:41:55: very closely with Translink in particular,  
00:41:55 --> 00:41:58: but the province as well,  
00:41:58 --> 00:42:01: it's not. It's not an issue that you can really  
00:42:01 --> 00:42:05: look at holistically or or appropriately at this.  
00:42:05 --> 00:42:08: The scale of 1 city within you know one municipality  
00:42:08 --> 00:42:09: within you know a couple of dozen in the region,  
00:42:09 --> 00:42:12: so. It's it's a. It's also I would say quite  
00:42:12 --> 00:42:13: a long term prospects,  
00:42:13 --> 00:42:15: so this Council won't be making any decisions on mobility  
00:42:15 --> 00:42:18: pricing.  
00:42:18 --> 00:42:20: We're doing initial work on that building on work.  
00:42:20 --> 00:42:21: That translate has done in the past,  
00:42:21 --> 00:42:24: but decisions on that are are several years into the  
00:42:24 --> 00:42:27: future,  
00:42:27 --> 00:42:29: and they'll be. I think the phase we're entering now  
00:42:29 --> 00:42:32: is really looking to engage with all of the different  
00:42:32 --> 00:42:35: constituent groups that are impacted by this.  
00:42:35 --> 00:42:38: So certainly we've heard from businesses downtown the  
00:42:38 --> 00:42:41: concerns.  
00:42:41 --> 00:42:43: So I think we need to now dig into that.  
00:42:43 --> 00:42:45: Understand really what those issues and implications are,  
00:42:45 --> 00:42:48: so that can be factored into future decision making.  
00:42:48 --> 00:42:49: But there's no. This Council won't be making any decisions  
00:42:49 --> 00:42:52: around implementation and mobility pricing,  
00:42:52 --> 00:42:56: it is. It is a much longer term kind of  
00:42:56 --> 00:42:59: prospect.  
00:42:59 --> 00:43:01: OK  
00:43:01 --> 00:43:04: great yeah I you know I again multifaceted and and  
00:43:04 --> 00:43:07: again this this collaboration piece that you touched on and  
00:43:07 --> 00:43:10: and you know we've all hopefully had a chance to  
00:43:10 --> 00:43:13: hear a little bit from Teresa who mentioned she sat  
00:43:13 --> 00:43:16: with Larry Beasley last week before with urban area.

00:43:04 --> 00:43:08: And really, you know, kind of opened the kimono if  
 00:43:08 --> 00:43:09: you will to her approach.  
 00:43:09 --> 00:43:11: And it was so refreshing.  
 00:43:11 --> 00:43:13: And and I I think you've got,  
 00:43:13 --> 00:43:16: you know, a great ally there at City Hall,  
 00:43:16 --> 00:43:19: in her and. Have you two?  
 00:43:19 --> 00:43:21: It had a chance to connect on sort of a  
 00:43:21 --> 00:43:25: united front on on the vocal community members who are  
 00:43:25 --> 00:43:27: just simply opposed development,  
 00:43:27 --> 00:43:30: you know, unless it didn't achieve some sort of ideal  
 00:43:30 --> 00:43:31: perfection,  
 00:43:31 --> 00:43:34: have you had a chance to talk about that?  
 00:43:34 --> 00:43:37: Yeah yeah, we we have and I again I I  
 00:43:37 --> 00:43:40: would I come so happy to have Teresa on board  
 00:43:40 --> 00:43:44: and and confirmed in the role I I think she's  
 00:43:44 --> 00:43:47: yeah there's she's going to be able to deliver huge  
 00:43:47 --> 00:43:49: value for Vancouver and for our team.  
 00:43:49 --> 00:43:52: So yeah I'm I couldn't be happier to be working  
 00:43:52 --> 00:43:54: with them to be working with Teresa.  
 00:43:54 --> 00:43:57: I think he you know Vancouver is and again it's  
 00:43:57 --> 00:43:59: not unique but it's it's.  
 00:43:59 --> 00:44:03: There are definitely polarized opinions around development  
 and we when  
 00:44:03 --> 00:44:05: we do see kind of often it's it's a.  
 00:44:05 --> 00:44:08: Kind of this stark kind of disparity in pro versus  
 00:44:08 --> 00:44:09: con on many issues.  
 00:44:09 --> 00:44:11: Little room in the middle.  
 00:44:11 --> 00:44:15: And it's it's a real challenge for council at the  
 00:44:15 --> 00:44:16: end of the day,  
 00:44:16 --> 00:44:19: it's Council that has to make those hard decisions.  
 00:44:19 --> 00:44:22: I think we can incorporate that into the information that  
 00:44:22 --> 00:44:23: we present to counsel.  
 00:44:23 --> 00:44:25: It's becoming hard though. I,  
 00:44:25 --> 00:44:27: I think the the we we need to find a  
 00:44:27 --> 00:44:32: way to actually have constructive discussion about these  
 issues and  
 00:44:32 --> 00:44:35: figure out where the compromises are because I think no  
 00:44:35 --> 00:44:38: development. Versus kind of just unrestricted development.  
 00:44:38 --> 00:44:43: Neither those are tenable. And but there isn't right now.  
 00:44:43 --> 00:44:46: There doesn't seem to be a lot of room for  
 00:44:46 --> 00:44:46: discussion,  
 00:44:46 --> 00:44:49: so council is generally when they're hearing from the public,

00:44:49 --> 00:44:52: they're hearing two very stark and opposed views.

00:44:52 --> 00:44:54: And then they're having to weigh that off.

00:44:54 --> 00:44:57: And that's a tough position for them to be in.

00:44:57 --> 00:44:59: We're doing our best, I think,

00:44:59 --> 00:45:02: to navigate that and mitigate issues where we can.

00:45:02 --> 00:45:04: But, you know, there's some fundamental kind of

00:45:04 --> 00:45:05: perspectives

00:45:05 --> 00:45:07: and beliefs there that that are tough to overcome,

00:45:07 --> 00:45:10: and maybe this is a good good plug for The

00:45:10 --> 00:45:11: Reg redesign,

00:45:11 --> 00:45:14: which just today launched. And it will run through to

00:45:14 --> 00:45:15: July 6 I believe.

00:45:15 --> 00:45:19: And you know, there's an incredibly engaged citizen face here.

00:45:19 --> 00:45:21: As we know and at City Hall,

00:45:21 --> 00:45:23: and on this call, and so ways to improve the

00:45:23 --> 00:45:27: planning and development regulations and to help with that more

00:45:27 --> 00:45:30: streamlined process that you've been talking so much about.

00:45:30 --> 00:45:33: So I again that's maybe also part of the digitizing

00:45:33 --> 00:45:37: or the digital transformation that that you're you're leading City

00:45:37 --> 00:45:37: Hall through,

00:45:37 --> 00:45:39: and that Reg redesign at [vancouver.ca](http://vancouver.ca).

00:45:39 --> 00:45:43: Is that right that people can go on there and

00:45:43 --> 00:45:43: just?

00:45:43 --> 00:45:47: OK, awesome, I just wondered.

00:45:47 --> 00:45:49: And it's just you know everything.

00:45:49 --> 00:45:51: And again, we shared that in the notes,

00:45:51 --> 00:45:54: but I just I read that this morning I thought

00:45:54 --> 00:45:56: this is really again given the audience.

00:45:56 --> 00:45:59: It's important to let people know that they too can

00:45:59 --> 00:46:00: share their views.

00:46:00 --> 00:46:03: And then I I wanted to go back to just

00:46:03 --> 00:46:04: for a minute.

00:46:04 --> 00:46:07: So we're gonna open up to questions any moment.

00:46:07 --> 00:46:10: But just on on the DP application Permit Modernization task

00:46:10 --> 00:46:10: force mouthful.

00:46:10 --> 00:46:14: Why the focus on single family home versus addressing the

00:46:14 --> 00:46:17: higher density multi family could be not packed more punch.

00:46:17 --> 00:46:19: In that I'd love for you to just spend

00:46:19 --> 00:46:22: a second on it if you can.

00:46:22 --> 00:46:25: Yeah, great question. So the the original motion that Council

00:46:25 --> 00:46:27: passed actually did focus on small scale projects.  
 00:46:27 --> 00:46:30: So that was part of kind of what drove us  
 00:46:30 --> 00:46:33: is that's what Council had expressed interest in,  
 00:46:33 --> 00:46:36: but certainly the work that we're doing isn't limited to  
 00:46:36 --> 00:46:37: that at all.  
 00:46:37 --> 00:46:39: And and what I would say is all all the  
 00:46:39 --> 00:46:43: capacity that we can free up from dealing with small  
 00:46:43 --> 00:46:46: scale projects we can reallocate to then speed up and  
 00:46:46 --> 00:46:50: invest more resources. In managing other applications so it  
 actually  
 00:46:50 --> 00:46:51: it helps the entire system.  
 00:46:51 --> 00:46:54: It it helps every application when we can kind of  
 00:46:54 --> 00:46:58: find efficiencies with anyone particular permitting stream so  
 you know  
 00:46:58 --> 00:47:01: the we talked about design reviews like the staff that  
 00:47:01 --> 00:47:03: would have been doing design reviews.  
 00:47:03 --> 00:47:06: Now we can allocate to multifamily housing for example,  
 00:47:06 --> 00:47:07: so it's it all helps everybody.  
 00:47:07 --> 00:47:10: But yeah, long term we are looking in a number  
 00:47:10 --> 00:47:14: of changes that are more focused on larger projects.  
 00:47:14 --> 00:47:17: And again big focus for Council of course is affordable  
 00:47:17 --> 00:47:18: housing.  
 00:47:18 --> 00:47:20: And job space so you know,  
 00:47:20 --> 00:47:22: looking at those types of projects in particular,  
 00:47:22 --> 00:47:24: yeah, so I want to.  
 00:47:24 --> 00:47:27: I can definitely assure you that we're not just focused  
 00:47:27 --> 00:47:28: on the small,  
 00:47:28 --> 00:47:28: smaller  
 00:47:28 --> 00:47:31: scale type files and right before Duncan cuts my camera  
 00:47:31 --> 00:47:32: view,  
 00:47:32 --> 00:47:35: I want to. I want as a brand new person.  
 00:47:35 --> 00:47:37: I want to set the record straight.  
 00:47:37 --> 00:47:41: Your first headline as the newly appointed city manager  
 called  
 00:47:41 --> 00:47:42: you Boring.  
 00:47:42 --> 00:47:45: I am determined to give you the floor to adjust  
 00:47:45 --> 00:47:47: that to something a little spicier.  
 00:47:47 --> 00:47:49: So So what? What do you do for fun?  
 00:47:49 --> 00:47:51: What do we find you reading,  
 00:47:51 --> 00:47:53: listening and and or what will be your activity of  
 00:47:53 --> 00:47:55: choice once the world reopens,  
 00:47:55 --> 00:47:55: yeah, so  
 00:47:55 --> 00:47:57: I, my kind of other than family.

00:47:57 --> 00:48:00: Our son is 12, so I'm trying to spend as  
 00:48:00 --> 00:48:03: much time as I can with him before he decides  
 00:48:03 --> 00:48:04: he doesn't like me.  
 00:48:04 --> 00:48:07: And cycling is what I try and do as much  
 00:48:07 --> 00:48:09: as I can go outside of work.  
 00:48:09 --> 00:48:11: That's my kind of non work activity so.  
 00:48:11 --> 00:48:14: Carving out time for that is what I'm trying  
 00:48:14 --> 00:48:16: to do and more and more as I  
 00:48:16 --> 00:48:18: can very cool. Well look for you on your beauty  
 00:48:18 --> 00:48:19: arbutus Greenway.  
 00:48:19 --> 00:48:21: 'cause that's where I bite my son today.  
 00:48:21 --> 00:48:24: Yeah, right on down. Can I see your your back?  
 00:48:24 --> 00:48:27: So do you want to kick off their questions please?  
 00:48:27 --> 00:48:27: Yeah, thanks  
 00:48:27 --> 00:48:28: very much Patty and  
 00:48:28 --> 00:48:30: Paul. I mean a lot of a lot of interesting  
 00:48:31 --> 00:48:31: things.  
 00:48:31 --> 00:48:34: There couple questions. I think that are there natural  
 progressions.  
 00:48:34 --> 00:48:36: I did think it was worth calling out that I  
 00:48:36 --> 00:48:38: imagine I almost heard him from a distance.  
 00:48:38 --> 00:48:41: RULI chair Raymond Louise here and he's an app that  
 00:48:41 --> 00:48:42: cyclist so I'm sure.  
 00:48:42 --> 00:48:44: He was like a gave a big thumbs up to  
 00:48:44 --> 00:48:46: that as an activity.  
 00:48:46 --> 00:48:48: He's always trying to get me to go,  
 00:48:48 --> 00:48:50: but I'm not. I'm not getting up that early for  
 00:48:50 --> 00:48:52: that but but I do want to dive right back  
 00:48:52 --> 00:48:55: into the into the permit point because,  
 00:48:55 --> 00:48:57: you know, you talk about this and and Patty had  
 00:48:57 --> 00:48:58: asked that question.  
 00:48:58 --> 00:49:00: Was saying a lot of people are.  
 00:49:00 --> 00:49:01: Why was the focus on smaller,  
 00:49:01 --> 00:49:04: smaller projects? And there's a question in the in the  
 00:49:04 --> 00:49:06: Q&A here about laneway housing in particular and you know  
 00:49:06 --> 00:49:09: that's something that's very prescriptive in terms of design  
 parameters.  
 00:49:09 --> 00:49:12: So is there thought or have you thought about or  
 00:49:12 --> 00:49:12: why?  
 00:49:12 --> 00:49:15: If not why not? Allowing away the laneway housing permits  
 00:49:15 --> 00:49:18: uh which had great you know soft density and soft  
 00:49:18 --> 00:49:20: affordable housing stock to the city.

00:49:20 --> 00:49:22: Why not allow them to submit it online and then  
00:49:22 --> 00:49:24: the plan check did it digitally.  
00:49:26 --> 00:49:28: Yeah, that's great. So I mean laneway houses.  
00:49:28 --> 00:49:30: I agree, there's there's an opportunity there.  
00:49:30 --> 00:49:32: So our team is looking at that.  
00:49:32 --> 00:49:36: 'cause the the current regulations kind of are quite  
prescriptive.  
00:49:36 --> 00:49:38: I think. Hopefully some of the tree,  
00:49:38 --> 00:49:40: by allow relaxations there's some additional flexibility.  
00:49:40 --> 00:49:43: I know you know a number of laneway homes get  
00:49:43 --> 00:49:44: impacted by trees.  
00:49:44 --> 00:49:47: But yeah I think you know the really like long  
00:49:47 --> 00:49:47: term.  
00:49:47 --> 00:49:50: The Holy Grail, Duncan as you just described is to  
00:49:50 --> 00:49:53: be able to accept and review applications digitally that we  
00:49:54 --> 00:49:54: don't have.  
00:49:54 --> 00:49:58: The technology exists. We don't have it in Vancouver yet.  
00:49:58 --> 00:49:59: To be able to do that,  
00:49:59 --> 00:50:01: but when we can get there again,  
00:50:01 --> 00:50:03: this this business looks very,  
00:50:03 --> 00:50:05: very different at that point in time,  
00:50:05 --> 00:50:08: so we are making kind of successive techno technology  
investments  
00:50:08 --> 00:50:09: to get there.  
00:50:09 --> 00:50:11: We have enabled over the last year a number of  
00:50:11 --> 00:50:14: different permit types to submit online.  
00:50:14 --> 00:50:17: We're working up to be able to submit development permits  
00:50:17 --> 00:50:18: online as opposed to in person,  
00:50:18 --> 00:50:21: so that's kind of the first step for us.  
00:50:21 --> 00:50:24: The actual review our staff are using now digital tools  
00:50:24 --> 00:50:25: to review plans,  
00:50:25 --> 00:50:28: so we've kind of made that shift.  
00:50:28 --> 00:50:31: Again, the next step is to actually have software applications  
00:50:31 --> 00:50:35: that will review the plans based on an algorithm that's  
00:50:35 --> 00:50:36: a lot of work.  
00:50:36 --> 00:50:37: It involves kind of digitising,  
00:50:37 --> 00:50:40: our building code and again it's possible it's it's a  
00:50:40 --> 00:50:44: topic they know lots of folks are talking about how  
00:50:44 --> 00:50:45: we could get there,  
00:50:45 --> 00:50:48: but that's probably kind of a few more steps down  
00:50:48 --> 00:50:50: the down the road map.  
00:50:50 --> 00:50:53: Right, so I guess that might be the benefit of  
00:50:53 --> 00:50:55: having a city manager who you know earned his chops



00:50:55 --> 00:50:58: in a in the running technology services of the city.

00:50:58 --> 00:51:01: But I know we have colleagues at a new line,

00:51:01 --> 00:51:03: New York in particular. I think they have a very

00:51:03 --> 00:51:04: fully digitized process,

00:51:04 --> 00:51:06: so lots of lots of potential there.

00:51:06 --> 00:51:09: So I think will be really interested to know have

00:51:09 --> 00:51:11: you come back and and talk with energy as it

00:51:11 --> 00:51:11: goes.

00:51:11 --> 00:51:14: But I had one question that was sent in to

00:51:14 --> 00:51:16: me was you know as relates to you know the

00:51:16 --> 00:51:19: permitting process and you know the ability to to,

00:51:19 --> 00:51:21: you know, speed that up or.

00:51:21 --> 00:51:23: Or shorten it is is you know,

00:51:23 --> 00:51:26: I think given the even in the you know relatively

00:51:26 --> 00:51:28: short time of 10 years ago you have a lot,

00:51:28 --> 00:51:30: you know affordability is only gotten more,

00:51:30 --> 00:51:33: uh, as a challenge, more and more acute,

00:51:33 --> 00:51:35: and so you know, is there thought at the city

00:51:35 --> 00:51:36: level?

00:51:36 --> 00:51:38: And I, I think we actually asked the mayor the

00:51:38 --> 00:51:39: same question,

00:51:39 --> 00:51:42: so I can't remember what he said but was is

00:51:42 --> 00:51:45: there thought about the city looking for ways to allow

00:51:45 --> 00:51:46: sort of an intake for what?

00:51:46 --> 00:51:49: I'll just generically call like non conforming projects.

00:51:49 --> 00:51:51: Either they're slightly slightly this slightly that.

00:51:51 --> 00:51:53: You know they don't quite fit exactly in a plan

00:51:53 --> 00:51:55: or there is no plan,

00:51:55 --> 00:51:56: so we just don't accept it.

00:51:56 --> 00:51:58: You know, is there a way to it if some

00:51:58 --> 00:52:01: criteria around accepting something that if it tackles,

00:52:01 --> 00:52:03: say affordability or or murp housing or rental housing or

00:52:03 --> 00:52:04: something like that?

00:52:05 --> 00:52:07: Yeah, that's why I think you hit on a real

00:52:07 --> 00:52:10: challenge we've had there historically.

00:52:10 --> 00:52:12: Where you know, applications to come in there outside

00:52:12 --> 00:52:15: policy.

00:52:15 --> 00:52:18: We haven't really had a mechanism to deal with them.

00:52:18 --> 00:52:21: It's an issue that Teresa and her team have been

00:52:21 --> 00:52:24: working on in planning and and have mapped out or

00:52:24 --> 00:52:27: in the process of mapping out a process to deal

00:52:27 --> 00:52:30: with non policy compliant inquiries and and to be able

00:52:27 --> 00:52:28: to surface.

00:52:28 --> 00:52:30: You know where there are potential opportunities to deal with

00:52:30 --> 00:52:31: things like housing,

00:52:31 --> 00:52:34: to be able to move those through the system and

00:52:34 --> 00:52:36: so that's work that's.

00:52:36 --> 00:52:38: Underway again, it's not something we've had historically.

00:52:38 --> 00:52:40: There's lots of value in it,

00:52:40 --> 00:52:43: counsels expressed interest, they've asked us and now have data

00:52:43 --> 00:52:46: on what all of those non policy compliant inquiries are.

00:52:46 --> 00:52:49: So that's yeah, that's a that's a piece of work

00:52:49 --> 00:52:50: that's in progress.

00:52:52 --> 00:52:54: Wow, that's great to hear and I think that'll be

00:52:54 --> 00:52:56: something to continue learning more about.

00:52:56 --> 00:52:59: 'cause I know there's probably a lot of people in

00:52:59 --> 00:53:01: school who would be willing to work with the city

00:53:01 --> 00:53:04: on various innovative proposals if if there was an option.

00:53:04 --> 00:53:07: There is a question here that I I know seeking

00:53:07 --> 00:53:10: is a bit off the permanent 'cause it seems where

00:53:10 --> 00:53:12: a lot of the folks to spin this idea of

00:53:12 --> 00:53:14: financing growth. And you know,

00:53:14 --> 00:53:16: if I could just read it more more verbatim.

00:53:16 --> 00:53:18: Which is, you know, is there or are you willing

00:53:18 --> 00:53:21: to look at efficiency for financing growth through targeted taxes

00:53:21 --> 00:53:22: much like CSCS?

00:53:22 --> 00:53:25: Kind of our, uh, by lobbying for municipal finance changes

00:53:25 --> 00:53:28: that will allow more longer term debt in a much

00:53:28 --> 00:53:31: more efficient as opposed to amortizing it.

00:53:31 --> 00:53:34: Stay off off the backs of residents who purchased the

00:53:34 --> 00:53:36: buildings of the CCS ultimately come from.

00:53:38 --> 00:53:42: Yeah, I think the municipal finance reform is a topic

00:53:42 --> 00:53:43: that you know.

00:53:43 --> 00:53:47: We and other municipalities in BC and across Canada continue

00:53:47 --> 00:53:50: to kind of push and advocate for with both the

00:53:50 --> 00:53:52: province and the federal government.

00:53:52 --> 00:53:56: We are very constrained in our revenue generating capacity.

00:53:56 --> 00:53:59: You know the tools that municipalities have relative to the

00:53:59 --> 00:54:03: cost burden that municipalities bear and and that that cost

00:54:03 --> 00:54:05: burden is increasing overtime.

00:54:05 --> 00:54:08: Again, I think like just looking at the.

00:54:08 --> 00:54:10: Infrastructure needs for Vancouver and Vancouver.

00:54:10 --> 00:54:12: Share of their regional infrastructure needs.

00:54:12 --> 00:54:16: We don't really have an adequate system to pay for

00:54:16 --> 00:54:16: that,

00:54:16 --> 00:54:18: so that that discussion is ongoing.

00:54:18 --> 00:54:20: You know, it's it's very slow.

00:54:20 --> 00:54:25: You know. Understandably, federal and provincial governments aren't particularly interested

00:54:25 --> 00:54:27: in giving up parts of their revenue share to support

00:54:27 --> 00:54:28: municipalities,

00:54:28 --> 00:54:32: and so there's a discussion about is this revenue reallocation

00:54:32 --> 00:54:35: or is there some way to kind of increase the

00:54:35 --> 00:54:36: size of the pie?

00:54:36 --> 00:54:39: Those are those are kind of two.

00:54:39 --> 00:54:42: Complementary, concurrent conversations so you know other than to say

00:54:42 --> 00:54:44: we're pushing hard on that.

00:54:44 --> 00:54:46: Both through Ubmd FCM as well as directly kind of

00:54:47 --> 00:54:48: direct advocacy from the city.

00:54:48 --> 00:54:51: It's a it's an issue that we're going to be

00:54:51 --> 00:54:54: coming to council within the next month on for an

00:54:54 --> 00:54:56: update on municipal finance reform.

00:54:56 --> 00:54:59: So yeah, don't have a clear kind of sense of

00:54:59 --> 00:55:02: where that's going to land or timeline for it,

00:55:02 --> 00:55:05: but it's I think you know one again,

00:55:05 --> 00:55:08: one of the maybe bright lights or lights of hope

00:55:08 --> 00:55:10: coming out of the pandemic.

00:55:10 --> 00:55:13: Is recognition, at least at the federal government of the

00:55:13 --> 00:55:13: rule,

00:55:13 --> 00:55:16: that cities play, and the fact that there was direct

00:55:16 --> 00:55:19: investment from the federal government into cities through the restart

00:55:19 --> 00:55:22: program as well as the rapid housing initiative,

00:55:22 --> 00:55:25: you know? So the city of Vancouver received housing funding

00:55:25 --> 00:55:26: directly from the federal government?

00:55:26 --> 00:55:29: That's never happened before, so there is a very different

00:55:29 --> 00:55:30: conversation now.

00:55:30 --> 00:55:32: Going on with the federal government,

00:55:32 --> 00:55:35: which may play a significant role in solving this particular

00:55:35 --> 00:55:35: question.

00:55:36 --> 00:55:38: Yeah, that's actually a really good point,

00:55:38 --> 00:55:39: and we've hosted a number of conversation.

00:55:39 --> 00:55:41: The various federal officials and ministers,

00:55:41 --> 00:55:43: and otherwise. And and it does feel like cities are  
00:55:44 --> 00:55:45: back on the agenda at the federal level,  
00:55:45 --> 00:55:47: which is great to see.  
00:55:47 --> 00:55:48: So hopefully that often only stays,  
00:55:48 --> 00:55:49: but, you know, strengthens more.  
00:55:49 --> 00:55:51: We're running fast running at a time.  
00:55:51 --> 00:55:53: I want to see if we can slip two more  
00:55:53 --> 00:55:56: in another one that I think Patty and I both  
00:55:56 --> 00:55:57: really want to know.  
00:55:57 --> 00:55:59: But first, maybe I, I don't,  
00:55:59 --> 00:56:00: I, I think it's important to ask,  
00:56:00 --> 00:56:02: especially given you know what you highlighted around.  
00:56:02 --> 00:56:04: You know, the how the city needs to have a  
00:56:04 --> 00:56:05: working relationship.  
00:56:05 --> 00:56:07: And much like you, I wanted to.  
00:56:07 --> 00:56:10: With the host nations is how do you factor in  
00:56:10 --> 00:56:13: whether it's you know DI training or what's often called?  
00:56:13 --> 00:56:16: You know Jedi training, which is justice equity diversity and  
00:56:16 --> 00:56:19: inclusion into into planning both generate either what you're  
00:56:19 --> 00:56:22: trying  
00:56:19 --> 00:56:22: to do is strategies of the city or or literally  
00:56:22 --> 00:56:25: within you know when you're having those conversations  
00:56:22 --> 00:56:25: about the  
00:56:25 --> 00:56:27: future of planning in in the City of Vancouver as  
00:56:28 --> 00:56:29: it relates to city building.  
00:56:30 --> 00:56:33: Yeah it's a I mean it's a it's a corporate  
00:56:33 --> 00:56:34: challenge for us.  
00:56:34 --> 00:56:37: We interact with the nations and those issues come up  
00:56:37 --> 00:56:38: across multiple departments.  
00:56:38 --> 00:56:40: For us planning for sure.  
00:56:40 --> 00:56:42: You know the history of planning is is not one  
00:56:42 --> 00:56:43: that's inclusive.  
00:56:43 --> 00:56:46: You know, in terms of zoning and zoning was for  
00:56:46 --> 00:56:48: and how it's been used.  
00:56:48 --> 00:56:51: So there's there's a lot of work to do there.  
00:56:51 --> 00:56:53: I mean, we are doing work to hire staff who  
00:56:53 --> 00:56:56: who are indigenous who can assist our teams.  
00:56:56 --> 00:56:59: That's a difficult role for them to play.  
00:56:59 --> 00:57:00: So we need to support.  
00:57:00 --> 00:57:03: Staff as well. You know we have,  
00:57:03 --> 00:57:06: you know, within the City Managers office we have a  
00:57:06 --> 00:57:09: kind of equity lead and staff that focus directly on

00:57:09 --> 00:57:11: our relationships with the nation.

00:57:11 --> 00:57:14: So part of it is resourcing to support that training

00:57:14 --> 00:57:16: is a component of it.

00:57:16 --> 00:57:18: We've done a lot of training for for hundreds of

00:57:19 --> 00:57:19: our operations.

00:57:19 --> 00:57:21: Staff around chance finds archaeological finds.

00:57:21 --> 00:57:24: You know that's an issue of real concern to the

00:57:24 --> 00:57:25: nations.

00:57:25 --> 00:57:29: It's an issue where we have not done a good

00:57:29 --> 00:57:31: job in the past.

00:57:31 --> 00:57:32: And it's a, you know,

00:57:32 --> 00:57:34: it's staff were out there in the field everyday.

00:57:34 --> 00:57:37: Who are faced with those decisions and have to react

00:57:37 --> 00:57:40: appropriately in the course of their work when they're excavating

00:57:40 --> 00:57:41: and come across artifacts.

00:57:41 --> 00:57:44: So yeah, there's a there's a lot of work that

00:57:44 --> 00:57:45: we have to do there,

00:57:45 --> 00:57:48: you know, I? I think at this point in time,

00:57:48 --> 00:57:50: part of the exercise for us is listening.

00:57:50 --> 00:57:53: You know, the City Council has endorsed the UN Declaration

00:57:53 --> 00:57:55: on the Rights of Indigenous People,

00:57:55 --> 00:57:58: and as structured, a committee consisting of counselors and representatives

00:57:58 --> 00:58:00: from each of the three nations to to really.

00:58:00 --> 00:58:02: Start to dig into what can.

00:58:02 --> 00:58:04: What should the city be doing to implement UNDRIP?

00:58:04 --> 00:58:06: And we're going to hear and I think learn a

00:58:07 --> 00:58:09: lot from those conversations and that's really important.

00:58:09 --> 00:58:12: Is us taking our lead from the nations and understanding

00:58:12 --> 00:58:13: you know where we where?

00:58:13 --> 00:58:16: We can have impact that things that we should be

00:58:16 --> 00:58:18: focused on changing and what sequence?

00:58:18 --> 00:58:20: So yeah, I know that's a relatively general answer to

00:58:20 --> 00:58:21: your question Duncan,

00:58:21 --> 00:58:22: but yeah, it's we've got.

00:58:22 --> 00:58:25: We've got a long way to go there.

00:58:25 --> 00:58:27: I think we're still at early days.

00:58:27 --> 00:58:28: Yeah,

00:58:28 --> 00:58:30: and absolutely, and there's a lot of work we can

00:58:30 --> 00:58:30: do.

00:58:30 --> 00:58:32: Is you allowed to either be a part of what

00:58:32 --> 00:58:34: you're doing and also to look internally here,

00:58:34 --> 00:58:36: and so I hope we'll be we'll be having conversations  
00:58:37 --> 00:58:37: like that,  
00:58:37 --> 00:58:39: and but also together, but within our own organization over  
00:58:39 --> 00:58:40: the coming months.  
00:58:40 --> 00:58:42: You know, there are a couple more questions here about  
00:58:42 --> 00:58:43: the resilience of arming,  
00:58:43 --> 00:58:44: planning, and missing middle housing,  
00:58:44 --> 00:58:46: but given the short amount of time,  
00:58:46 --> 00:58:48: we're basically at 1:00 o'clock and I want to give  
00:58:48 --> 00:58:50: you the last word and Patty the last word,  
00:58:50 --> 00:58:52: but I I would be remiss if I I thought  
00:58:52 --> 00:58:54: about asking you to start,  
00:58:54 --> 00:58:56: but it's perfect. We can ask it at the end.  
00:58:56 --> 00:58:57: It's a little more lighthearted.  
00:58:57 --> 00:59:00: But I think it is actually quite important and something  
00:59:00 --> 00:59:01: has really helped the city,  
00:59:01 --> 00:59:04: Vancouver's image and that's this idea of the,  
00:59:04 --> 00:59:06: you know, the amount of temporary patios you touched on  
00:59:06 --> 00:59:09: New Plaza is this focus on outdoor amenity enhancement for  
00:59:09 --> 00:59:12: residents that came out of the necessity of the of  
00:59:12 --> 00:59:14: the pandemic. Trying to give restaurants a chance to survive  
00:59:14 --> 00:59:16: and give people more space field side.  
00:59:16 --> 00:59:18: But I think it you know,  
00:59:18 --> 00:59:20: I think we all want to see that not only  
00:59:20 --> 00:59:23: permanent but look to even continue to expand that.  
00:59:23 --> 00:59:25: So I'm hoping maybe you could comment on how maybe  
00:59:25 --> 00:59:28: the city and yourself would look to continue.  
00:59:28 --> 00:59:29: Dot support that, but also,  
00:59:29 --> 00:59:32: uh, you know, inspire more focus on investment in these  
00:59:32 --> 00:59:33: kind of features.  
00:59:33 --> 00:59:34: Long  
00:59:34 --> 00:59:35: term, nice way to sneak that  
00:59:35 --> 00:59:37: question in there. Yeah yeah.  
00:59:37 --> 00:59:40: It's it's been remarkable and and I think you know  
00:59:40 --> 00:59:40: again,  
00:59:40 --> 00:59:42: essentially the as you say,  
00:59:42 --> 00:59:45: the pandemic forced us there and it forced us to  
00:59:45 --> 00:59:46: be far more.  
00:59:46 --> 00:59:49: I think flexible and take formal quote risk than what  
00:59:49 --> 00:59:52: the city would have typically done and the results are  
00:59:52 --> 00:59:52: fantastic.  
00:59:52 --> 00:59:55: You know all of the things that we would have

00:59:55 --> 00:59:58: typically worried about as the negative consequences have virtually.

00:59:58 --> 01:00:00: There's been, there's been virtually no issues,

01:00:00 --> 01:00:02: so we've proven this out.

01:00:02 --> 01:00:04: I I can't see us going back I,

01:00:04 --> 01:00:06: I think City Council has heard very clearly they're really

01:00:06 --> 01:00:06: keen.

01:00:06 --> 01:00:09: I, I think this is now my perspective,

01:00:09 --> 01:00:10: a permanent feature of Vancouver.

01:00:10 --> 01:00:12: At least. I certainly hope it is,

01:00:12 --> 01:00:13: I think from a staff perspective,

01:00:13 --> 01:00:16: we're all expecting that this is something we now do

01:00:16 --> 01:00:16: every year.

01:00:16 --> 01:00:19: You know, I the caveat is it's those permits have

01:00:19 --> 01:00:22: been free for the last two years at some point

01:00:22 --> 01:00:22: of time,

01:00:22 --> 01:00:25: there's going to have to be a feed that comes

01:00:25 --> 01:00:27: with them so that we can keep doing the work.

01:00:27 --> 01:00:29: But no, it's it's. Been remarkable,

01:00:29 --> 01:00:32: I we've learned a ton as a staff group around

01:00:32 --> 01:00:34: being able to do this fast,

01:00:34 --> 01:00:37: working with the business improvement associations and

hospitality industry.

01:00:37 --> 01:00:39: So yeah, lessons on all different levels.

01:00:39 --> 01:00:41: But yeah, I'm with you.

01:00:41 --> 01:00:45: I really hope we it's something that just becomes part

01:00:45 --> 01:00:48: of kind of Vancouver now and we don't ever go

01:00:48 --> 01:00:51: back to the days before we didn't have it.

01:00:51 --> 01:00:51: Well,

01:00:51 --> 01:00:54: we like to think of ourselves as a global city

01:00:54 --> 01:00:56: and I think you go to any global city and

01:00:56 --> 01:00:58: there's plenty of patios and sidewalks and office.

01:00:58 --> 01:01:00: Uh, you know. Around tip for people to enjoy outdoor

01:01:00 --> 01:01:00: space,

01:01:00 --> 01:01:02: especially as we go into the summer.

01:01:02 --> 01:01:04: But I really want to thank you for the time.

01:01:04 --> 01:01:07: I don't know digit patio or pool where we've run

01:01:07 --> 01:01:07: out of time,

01:01:07 --> 01:01:09: but I want to give you a chance to get

01:01:09 --> 01:01:12: a last grasp mark before we walked wrap up here.

01:01:13 --> 01:01:14: What Will Paul let you do that?

01:01:14 --> 01:01:16: And I'll just do a quick

01:01:16 --> 01:01:19: close following her, so just a huge thank you again,  
01:01:19 --> 01:01:21: Dunkin, to you and Patty and Shannon you alive for  
01:01:21 --> 01:01:22: giving the opportunity.  
01:01:22 --> 01:01:24: It's it's great. I really appreciate it.  
01:01:25 --> 01:01:28: Well, well, Polly was our equal pleasure and I'm just  
01:01:28 --> 01:01:30: wanting you to know that you will.  
01:01:30 --> 01:01:32: I support your aspirations for you.  
01:01:32 --> 01:01:33: Order official efficiency. Pardon me.  
01:01:33 --> 01:01:36: The effectiveness everything that you're going to bring in  
Aubrey,  
01:01:36 --> 01:01:38: how fraught, and you know,  
01:01:38 --> 01:01:40: we're here to help you accomplish those goals.  
01:01:40 --> 01:01:43: So thank you again and we look forward to continuing  
01:01:43 --> 01:01:44: the dialogue.  
01:01:45 --> 01:01:46: That would be great appreciated.  
01:01:46 --> 01:01:46: Thank you,  
01:01:46 --> 01:01:49: Patty. Thank you Paul for joining us and for hosting  
01:01:49 --> 01:01:52: and thanks everyone who's still in the line for spending  
01:01:52 --> 01:01:53: this extra few minutes with us.  
01:01:53 --> 01:01:56: And as always, I want to thank you for all  
01:01:56 --> 01:01:58: our annual sponsors that are up here behind me for  
01:01:58 --> 01:02:01: their ongoing support and we hope you'll join us.  
01:02:01 --> 01:02:04: You've got a couple more events to finish off before  
01:02:04 --> 01:02:04: this summer,  
01:02:04 --> 01:02:07: including one with the minister Rob Fleming and administer  
state  
01:02:07 --> 01:02:08: Baubau transportation infrastructure.  
01:02:08 --> 01:02:10: I think that'll be really interesting conversation,  
01:02:10 --> 01:02:12: so if you can't join us for that,  
01:02:12 --> 01:02:13: will see you at IU.  
01:02:13 --> 01:02:14: I bet hopefully in  
01:02:14 --> 01:02:16: person very soon. Sounds great.  
01:02:16 --> 01:02:17: OK bye  
01:02:17 --> 01:02:19: everyone, thank you.

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