

Attachment #6

Lenses and Foundations

Year 1

Status Report

Lenses and Foundations – Year 1 Status Report

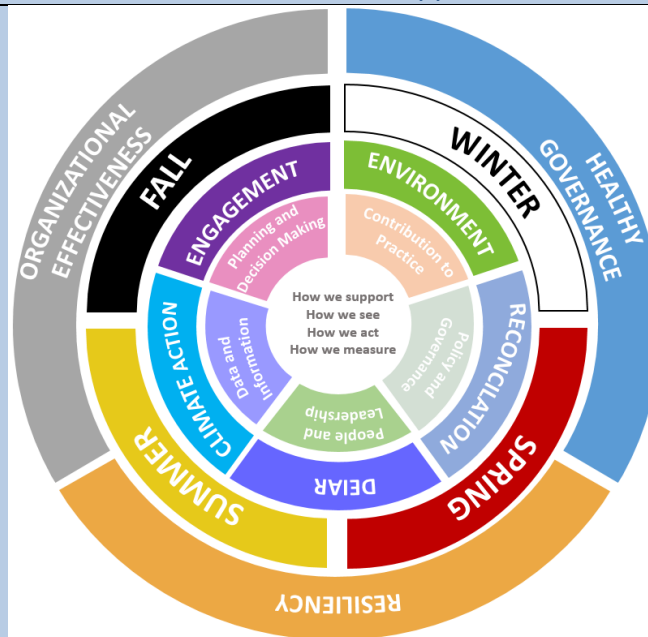
Lenses and Foundations Framework

The circle concept of the Medicine Wheel teaches us that natural laws are cyclical, holistic and interdependent. We recognize that lenses and foundations are all interconnected and must work together in order to function at their highest levels.

Lenses are the principles, guidance, policy and actions to ensure Council and staff are thoughtfully considering and integrating Reconciliation, DEIAR, Climate Action and Environment, in alignment with the City’s commitment to thoughtful and meaningful Engagement.

Foundations provide the strategies, plans, policies, procedures and actions that support and enable achievement of the Strategic Priorities, by strengthening Organizational Effectiveness, Resiliency and Healthy Governance.

Eptuaptmumk is a Mi’kmaq word that means “Two-Eyed Seeing”. Mi’kmaq Elder Albert Marshall first used this term as a way to bridge Indigenous and Western worldviews. When one eye sees through an Indigenous lens and the other sees through a Western lens, it creates a third space where both worldviews can work together to foster stronger and healthier outcomes. This concept is the driving force behind the organization of the Lenses and Foundations in support of Council’s Strategic Priorities Plan.



***The seasons refer to phases of growth as taught in the Medicine Wheel, NOT seasons of the fiscal year. It may take multiple years to move through one season of growth.**

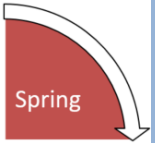
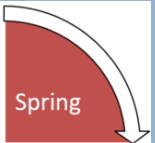

- Spring:** Phase One – a time of learning and growth
- Conduct Maturity Assessments
 - Create a holistic and achievable plan of action
 - Provide necessary training for staff
 - Conduct risk assessments


- Summer:** Phase Two – a time of work and activity
- Implement learnings into daily work
 - Activate lenses through policy
 - Design an evaluation tool for continued monitoring and measurement

- Fall:** Phase Three – a time of harvest and observation
- Observe activity to assess for unintended consequences
 - Observe activity to date, and identify positive outcomes
 - What are we doing well, and what should we do more of
 - Adjust where necessary

- Winter:** Phase Four – a time of quiet reflection
- Evaluate growth
 - Conduct maturity assessment
 - Acknowledge our growth and celebrate our wins
 - Prepare for next cycle

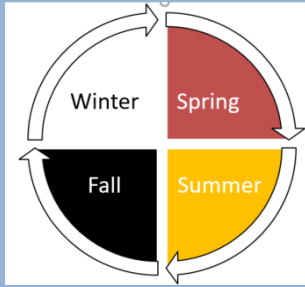
Lenses	
<p>Season of Growth</p> 	<h2 style="margin: 0;">Year 1 Accomplishments and Year 2 Outlook</h2>
<p>Colonization/ Reconciliation</p>  <p>A time of quiet reflection</p>	<ul style="list-style-type: none"> We are in Winter of Colonization, and working toward entering Spring of Reconciliation. The end of the proclaimed “A Year of Truth” March 2023-March 2024. It was very successful in that it provided education to both staff and the community about the City’s past and current actions that have caused harm, and provided clarity around the First Nation connections to the land now known as New Westminster. Further work on the historical analysis report has begun, based on feedback from the Nations, and with the help of Museums and Archives and an external Historian. Engagement with First Nations has been requested by Council in the form of correspondence to the six identified First Nations: Kwantlen, Kwikwetlem, Musqueam, Qayqayt, Squamish and Tsleil-Waututh. This includes an offer for Council to Council meetings with each Nation in the coming year; and/or a joint gathering with all Nations and Council. Capacity Building work has begun with the goal of hiring a second Indigenous Relations (IR) staff person.

	<ul style="list-style-type: none"> • Monthly meetings have been scheduled for SMT with the Indigenous Relations Manager to consistently discuss City projects that require IR support in order to ask questions, share challenges and concerns, provide updates and brainstorm solutions. • Reconciliation Working Group meetings continue
<p>Diversity Equity Inclusion and Anti-Racism (DEIAR)</p>  <p>A time of learning and growth</p>	<ul style="list-style-type: none"> • Council has approved a regular, fulltime DEIAR Specialist in the 2024 budget. HR is developing the position and will begin recruitment in Q3/Q4. • Considering the Key Area #6: Education & Training recommendation in the DEIAR Framework, HR has been working with Hook or Crook Consulting on the development of a multi-phased DEIAR staff training plan, comprised of staff and leadership focused training. Training is anticipated to commence as early as Q3/Q4.
<p>Climate Action</p>  <p>A time of learning and growth</p>	<ul style="list-style-type: none"> • Climate Action Decision Making Framework was approved and adopted in 2023 and will support future application of a climate lens on department budget process. • Four additional positions included in the 2024 budget (will bring team to 7 FTE) which will accelerate activation of the Climate Action Workplan, while also increase capacity of interdepartmental support for applying a climate lens. • Development of new Energy and Climate Action Department better aligns energy and emissions long range planning to Going forward, we will continue to fill the new team positions in order to activate the accelerated workplan. • Greater focus will be placed on building capacity across the organization. • The most significant risk to achievement of objectives is the lead time to hire and onboard new staff, including the new Director of Energy and Climate Action; ongoing delays will continue to delay full activation of the 2024 workplan.
<p>Environment</p>  <p>A time of work and activity</p>	<ul style="list-style-type: none"> • Continued implementation of URBEI (Urban Reforestation and Biodiversity Enhancement Initiative) Phase 1 with ongoing progress towards planting 2,200 new trees in city-owned parks and open spaces and rewilding of 1ha of city open spaces. Completion of URBEI Phase 1 anticipated in Q4. • As part of the 2024 Operating Budget Council approved 1 RFT Arborist in Q2 and the recruitment process is underway. Council also approved a TFT Natural Areas Labourer; this position was filled in Q1. Three auxiliary positions have also been filled to support the operations in Urban Forestry. Installation of water bags for newly planted trees started in Q1 in preparation for anticipated dry, hot weather conditions. • Continued implementation of the City's Biodiversity and Natural Areas Strategy with increased cover of natural areas habitats. This includes: <ul style="list-style-type: none"> ○ Ecological restoration projects completed in Queensborough at Stanley Street Greenway and Ryall Park South. ○ Owl boxes, bat boxes, and raptor perches install in Queensborough, Queen's Park and Moody Park. ○ Wildlife trees were also preserved and enhanced with indigenous plants in each of these parks/ open spaces.

	<ul style="list-style-type: none"> • Advancement of the Queen’s Park Farm Master Plan (former Petting Farm) in collaboration with an Indigenous land-based artist and youth to install restorative ecological features. New programming also commenced in the space including mushroom log inoculation workshops. • Planning for further ecological and cultural programming at the Habitat in Queen’s Park in Q2/ Q3. • With approved capital funding for 2024, an RFP process is underway to conduct full tree inventory and planting plan, commencing in Q2, towards the installation of replacement trees in an accelerated, but phased approach, in keeping with the Tree Planting Masterplan. • UBCM has granted the City \$1,005,300 from the Provincial Disaster Risk Reductions – Climate Adaptation funding stream of the Community Emergency Preparedness Fund for Phase 2 of the City's Urban Reforestation and Biodiversity Enhancement Initiative (URBEI). This phase will see the installation of 532 trees on streets and boulevards, bolstering community resilience to the impacts of climate change and moving the City closer to its goal of planting 6,300 new trees on streets and boulevards by 2030.
<p>Public Engagement</p>  <p>A time of work and activity</p>	<ul style="list-style-type: none"> • A lot of engagement is happening, but continue to struggle with directly applying input to outcomes and decision-making, and demonstrating how input was used. • Greater diversity of participation due to targeted outreach to under-represented groups. • Renewed focus on in-person engagement. • Community Advisory Assembly pilot project developed and launched. • Additional coordinator position included in 2024 budget (will bring team to 3 FTE). • Looking ahead: greater focus on building staff capacity across the organization.

Foundations

Season of Growth





Year 1 Accomplishments and Year 2 Outlook

Organizational Effectiveness



A time of work and activity

- Council has approved two new departments, Energy & Climate Action and Community Services; Community Services is launched and active, with an Acting Director in place. Energy & Climate Action is launched, with 2 Deputy Directors in place, and HR is working to fill the Director position.
- Council has approved HR & IT position enhancements; HR and IT are working to fill these fill these positions including for DEIAR and Learning & Development.
- Council has approved the creation of a Crises Response Team, which was launched in Q1.
- Council has approved a new Housing Division, and HR is working to fill these positions.
- Learning and Development Working Group was established. HR is working to fill the Learning & Development position who will be leading the working group.
- A review of the City's Bylaw Services functions, across multiple departments, is underway.
- Four Joint CUPE Management Committees have been established to make recommendations for the Sick Leave Plan; Auxiliary, Temporary, Part-Time Employee Staffing Utilization; Recruitment and Retention; and Hours of Work.
- IT replaced the City's enterprise data storage array as the previous unit was at end of life status. This new array will provide a stable platform for all the City's data processing services and enterprise applications for years to come.
- Completed a lengthy RFP process to select the vendor that will provide the City with continued support and investment in network security initiatives.
- Initiated large migration of the City's 300 virtual servers over to a new hardware platform to ensure continued stability and support for all City applications and services. This work was completed in Q2.
- The focus for the balance of this calendar year will be on recruitment of vacant positions and new positions approved by Council as part of the 2024 budget.

<p>Resilience</p>  <p>A time of work and activity</p>	<ul style="list-style-type: none"> • Climate Action Decision Making Framework was approved and adopted in 2023 and will support future climate action reserve spending decision-making. • Collective Bargaining 2022-2024 approved in 2023. • Budget process completed in a timely manner, in alignment with Council Strategic Priorities Plan. • Sewer Asset Management Plan completed. • Flood Resilience Strategy completed. • Facilities Asset Management Plan completed. • Financial Health Metrics Reporting and Quarterly Performance Reporting Dashboard to be developed in 2024/2025. • Long Range Planning incorporating Strategic Procurement best practices to be reviewed in 2024/2025.
<p>Healthy Governance</p>  <p>A time of work and activity</p>	<ul style="list-style-type: none"> • Council meetings have continued to progress, with improved use of afternoon Workshops to facilitate more meaningful input, debate and direction from Council. This has enabled improved use of Regular Council meeting time for essential Council governance matters and regulatory deliberation. • Budget deliberation process – strategies continue to be implemented to improve clarity and help de-mystify the City’s budget process. This is enabling phased decision making and direction-setting by Council, while advancing the budget in a more timely manner. • Adoption of the Council Code of Conduct Bylaw. • Key recruitments in Legislative Services completed – the Corporate Officer and the Freedom of Information and Privacy Coordinator. • The City’s first Ethics Commissioner hired.