

*Attachment # 6*

**Lenses and Foundations**

**Status Report**

## Lenses and Foundations – 2025: 1st Semi-Annual Status Report

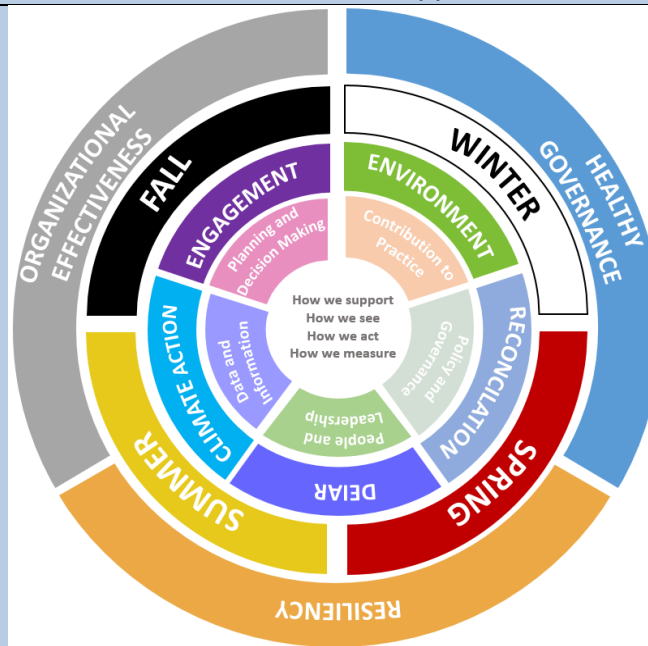
### Lenses and Foundations Framework

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’kmaw word that means “Two-Eyed Seeing”. Mi’kmaw 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

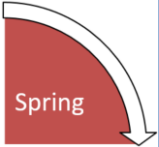
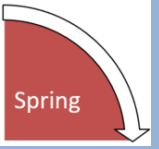
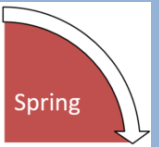
**Fall:** Phase Three – a time of harvest and observation


- 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

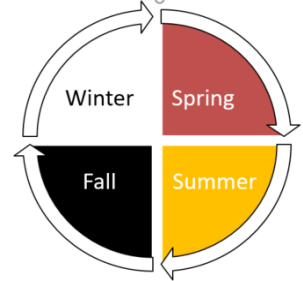

- Evaluate growth
- Conduct maturity assessment
- Acknowledge our growth and celebrate our wins
- Prepare for next cycle



<b>Lenses</b>	
<p><b>Season of Growth</b></p> 	<h2 style="margin: 0;">Year 2 Accomplishments and Year 3 Outlook</h2>
<p><b>Colonization/ Reconciliation</b></p>  <p><b>into</b></p>	<p>We continue to emerge from a <b>Winter of Colonization</b>, towards a <b>Spring of Reconciliation</b>. Much of the City’s work may seem to actively belong in <b>Spring</b>, but each activity seeks to further inform the City around First Nations interests, allowing us to reflect on City initiatives in preparation for a full emergence into <b>Spring</b>. The City emerged from the Year of Truth with improved understanding of the interests of local Nations, but there was continuing uncertainty around how to best act in support of them as not all Nations had an opportunity to engage with the City.</p> <ul style="list-style-type: none"> <li>• Work on reviewing the historical analysis report continues, based on feedback from Musqueam. Museums and Archives staff continue to work with an historian to enrich historical accounts that informed the report. Kwantlen has also recently informed the City that it is continuing to review the report and will provide feedback when complete. At their request, the report has recently been re-sent to Qayqayt for their review.</li> <li>• In 2024, Council requested engagement meetings with Kwantlen, Kwikwetlem, Musqueam, Qayqayt, Squamish and Tsleil-Waututh. This included an offer for Council-to-Council meetings with each Nation; and/or a joint gathering with all</li> </ul>

 <p><b>A time of quiet reflection, learning and growth</b></p>	<p>Nations and Council. Council has met with two Nations, the CAO will be meeting with one, and meeting arrangements are underway with two Nations.</p> <ul style="list-style-type: none"> <li>• Staff capacity within the Indigenous Relations team was in flux in 2024, but will soon increase with the recent hiring of an Indigenous Relations coordinator.</li> <li>• Musqueam, Kwantlen, Tsleil-Waututh and Squamish have advised the City they would like to collaborate around the Bold Vision established for the 22<sup>nd</sup> Street Master Plan that was adopted in December 2024. This vision articulated eight big moves that detailed the foundational touchstones of this area.</li> <li>• The City initiated a City-wide archaeological overview assessment that will identify sites of cultural significance for local Nations. Kwantlen and Kwikwetlem have met with the City to inform on the process they would like to follow in supporting this process.</li> <li>• On several occasions, knowledge keepers and elders from neighbouring Nations (Kwantlen, Musqueam, Qayqayt, Kwikwetlem) have been invited to, and attended, City events. These individuals have shared their truths with City staff and the community about the lands we are on and stimulated new learnings to help inform the City’s understanding and perspective.</li> </ul>
<p><b>Diversity Equity Inclusion and Anti-Racism (DEIAR)</b></p>  <p><b>A time of learning and growth</b></p>	<ul style="list-style-type: none"> <li>• Recruitment is underway for the regular, full-time Manager, DEIAR.</li> <li>• Parks and Recreation is developing a DEIAR Recreation Supervisor role, with anticipated recruitment to begin shortly. While reporting to and supporting the Parks and Recreation Department, the DEIAR Recreation Supervisor will be working in a cooperative and coordinated manner with the Manager, DEIAR and similar positions across the city.</li> <li>• HR is working with a consultant. to deliver a multi-phased DEIAR training plan to all city staff. Two training pilot sessions were delivered to SMT/2IC and HR in October 2024. Phase 1 of the training plan consists of DEIAR 101 training for all excluded staff and Phase 2 will offer DEIAR 101 training to all unionized staff. Additional phases are anticipated to occur in 2026 and 2027, with the delivery of training programs such as Embedding DEIAR in Leadership and DEIAR 102.</li> </ul>
<p><b>Climate Action</b></p>  <p><b>A time of learning and growth</b></p>	<ul style="list-style-type: none"> <li>• Climate Action Decision Making Framework was successfully applied to a limited set of projects within the 2024 and 2025 budget process.</li> <li>• The development of a Climate Action Progress Report was completed to supports all departments with increased understanding of progress on targets achieved through their supporting activities.</li> <li>• Four additional positions were recruited in 2024 which has accelerated activation of the Climate Action Workplan, and will increase capacity for interdepartmental support for applying a climate lens.</li> <li>• Development of new Energy and Climate Action Department has resulted in identifying some early opportunities for staff resourcing efficiencies resulting in the Climate Action Team slowing the pace of the proposed staffing (Sept 11, 2023 Council report) to one additional position in 2025. Going forward, we will continue to monitor the staffing plan, against the needs of the Climate Action team and the wider Department in order to activate the accelerated workplan.</li> </ul>

	<ul style="list-style-type: none"> <li>• In 2025, continued focus will be placed on building capacity across the organization through the development of an interdepartmental learning network and development of an internal facing action tracker for all departments involved in advancing actions listed in the City’s climate action plans (CEEP2050, CEERS, eMobility)</li> <li>• The most significant risk from 2024 was the lead time to hire and onboard new staff, which resulted in delayed initiation of planned activities in 2024. In 2025, the team is focusing on identifying opportunities to catch up where possible through collaboration with local government climate action peers across the lower mainland and BC.</li> <li>• The most significant risk in 2025 is the poly-crises the City is actively working to address which limits staff availability across the organization for climate lens capacity building.</li> </ul>
<p><b>Environment</b></p>  <p>A time of work and activity</p>	<ul style="list-style-type: none"> <li>• Completed Phase 1 of the Urban Reforestation and Biodiversity Enhancement Initiative (URBEI), planting 2,200 trees in parks and open spaces, including two areas using the Miyawaki Method 9 (a dense tree planting method for creating forest cover quickly). Media event anticipated in Q2.</li> <li>• Secured \$1,005,300 in UBCM grant funding for URBEI Phase 2, which will plant 532 trees on streets and boulevards in 2025. Awaiting notification on a matching grant application to FCM to further advance URBEI Phase 2.</li> <li>• Continuing to enhance the urban forest by completing a city-wide street tree inventory and expediting the removal of dead and dying trees. This also includes stump grinding and developing a comprehensive planting plan for new and replacement trees that will maximize canopy cover and help us reach our city-wide target of 27%.</li> <li>• To accurately assess our progress toward urban forestry goals, we will conduct high-resolution mapping to determine the city's current canopy cover and develop a forecasting model to project canopy cover levels to 2030.</li> <li>• Completion of a new park space at 660 Quayside Drive anticipated in Q2. Located between the two residential towers, this quiet passive park will include meadow plantings, trees and habitat features.</li> <li>• Redevelopment of Megan's Playground in Ryall Park with new play equipment, natural play features and planting is anticipated for completion in Q3.</li> <li>• Advancing the Queen's Park Farm Master Plan with new summer programs and activities and building upgrades starting in Q3.</li> <li>• Balancing formal horticulture displays with native/low-maintenance plantings for enhanced resilience.</li> <li>• Improved efficiency and expansion of the irrigation control system with 50 new central irrigation controllers with the goal of reducing service trips in 2025.</li> <li>• Continue to replace fossil fuel power equipment with batter powered equipment as commercial units become available.</li> <li>• Upgraded Sapperton Field Lighting to LED, improving energy efficiency and light quality.</li> <li>• Supported youth-led climate action initiatives, including ecological restoration, habitat enhancement, and establishing community gardens for youth.</li> <li>• With the support of a community stewardship group, the license agreement with BC Hydro for the Connaught Heights pollinator pasture was extended to March 2027.</li> <li>• Converted a TFT Natural Areas Labourer to a RFT position.</li> <li>• Recruiting for an RFT Manager - Park Operations and Environment.</li> </ul>

<p><b>Public Engagement</b></p>  <p>A time of work and activity</p>	<ul style="list-style-type: none"> <li>• Some of the City’s engagement efforts are more surface level, where clear opportunities for residents to influence tangible outcomes can be challenging to identify and report on.</li> <li>• Overall, the City is most comfortable at the “consult” level on the engagement spectrum; however, staff continue to seek to embed more opportunities for deeper, dialogue-based engagement.</li> <li>• Greater focus on building staff capacity across the organization, with regular Public Engagement staff training offered in 2024 and “office hours” established.</li> <li>• Continued efforts in reducing barriers, building relationships with, and seeking input from under-represented groups.</li> <li>• Continued growth in Be Heard New West membership, balanced with regular in-person engagement activities.</li> <li>• For Community Advisory Assembly initiative, in a Fall season as we evaluate the pilot, reflect on the results, and make recommendations for the future of this model.</li> </ul>
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<h2>Foundations</h2>	
<p><b>Season of Growth</b></p> 	<h3>Year 2 Accomplishments and Year 3 Outlook</h3>
<p><b>Organizational Effectiveness</b></p>  <p>A time of work and activity</p>	<ul style="list-style-type: none"> <li>• Both Director, Energy &amp; Climate Action and Director, Community Services positions are now filled.</li> <li>• Council had approved HR &amp; IT position enhancements; HR and IT are continuing to work on filling these positions including for DEIAR and Learning &amp; Engagement.</li> <li>• All of the positions on the Crises Response Team have been filled.</li> <li>• All of the positions in the Housing Division have been filled.</li> <li>• Council has approved additional positions in the 2025 budget and HR will be working to fill these positions.</li> <li>• Learning and Development Working Group was established. HR is working to fill the Learning &amp; Engagement position who will be leading the working group.</li> </ul>

	<ul style="list-style-type: none"> <li>• The four Joint CUPE Management Committees have made recommendations for the Sick Leave Plan; Auxiliary, Temporary, Part-Time Employee Staffing Utilization; Recruitment and Retention; and Hours of Work. The Staffing Utilization Committee recommendations have been approved and working on implementation. The other three committee recommendations will be brought to SMT for review.</li> <li>• A review of the City’s Bylaw Services functions, across multiple departments, is continuing.</li> <li>• IT operationalized a comprehensive network security upgrade including identity management and will continue to place the City’s network security at the forefront.</li> <li>• Detailed planning and effort is underway to modernize the City’s computing and messaging environment, including upgrades to Windows 11 and modern versions of the Microsoft Office suite, along with continued cloud first strategies.</li> <li>• There will be a continued focus this year on IT recruitment of vacant positions and new positions approved by Council as part of the 2025 budget.</li> </ul>
<p><b>Resilience</b></p>  <p>A time of work and activity</p>	<ul style="list-style-type: none"> <li>• Climate Action Decision Making Framework was successfully applied to a limited set of projects within the 2024 and 2025 budget process and is supporting the City’s ability to build “better than business as usual” to meet the increased up front cost of delivering a climate change resilient city.</li> <li>• Budget process completed in a timely manner, in alignment with Council Strategic Priorities Plan.</li> <li>• Completed ongoing operation and maintenance and capital works.</li> <li>• Facilities Asset Management Plan completed.</li> <li>• Financial Health Metrics Reporting and Quarterly Performance Reporting Dashboard to be developed in 2024/2025.</li> <li>• Long Range Planning incorporating Strategic Procurement best practices to be reviewed in 2024/2025.</li> <li>• Collective Bargaining for all four unions will be starting in 2025.</li> </ul>
<p><b>Healthy Governance</b></p>  <p>A time of work and activity</p>	<ul style="list-style-type: none"> <li>• Council approved a new meeting schedule for 2025, whereby Regular Council and Workshop meetings alternate on Mondays; the calendar of meetings ensures that the principles of efficiencies, effectiveness, and access to Council remain at the forefront of the City’s legislative services while balancing the demand on Council’s schedule.</li> <li>• A number of updates to the Council Procedure bylaw were implemented to realize efficiencies in meeting proceedings such as hearing presentations and delegations at the top of the agenda as well as consideration of bylaw readings as part of the Consent Agenda.</li> <li>• In keeping with Council’s desire for greater open government, the newly adopted policy on the Routine Release of Closed Council resolutions will result in a greater degree of openness and transparency as well as provide for a more rigorous method for managing the release of closed meeting resolutions.</li> <li>• 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. Climate Action Decision Making Framework was successfully applied to a limited set of projects within the 2024 and 2025 budget process and is supporting transparent reserve management.</li> </ul>