

**From:** "Araujo, Sev" <Sev.Araujo@vancouver.ca>  
**To:** "Bromley, Malcolm" <Malcolm.Bromley@vancouver.ca>  
"Wilton, Shauna" <Shauna.Wilton@vancouver.ca>  
**Date:** 5/26/2020 12:25:07 PM  
**Subject:** § 13(1), § 14, and § 17(1) - GM Briefing Note (March 2020)

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For our discussion

§ 13(1), § 14, and § 17(1)



Sev Araujo  
Manager, Commercial Operations  
Vancouver Park Board, City of Vancouver  
o. 604 257 8436 / f. 604 257 8427  
Email: Sev.Araujo@vancouver.ca

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**From:** Bromley, Malcolm  
**Sent:** Monday, May 25, 2020 3:01 PM  
**To:** Araujo, Sev; Sangalang, Ellen

**Cc:** Wilton, Shauna

**Subject:** s.13(1), s.14, and s.17(1) GM Briefing Note (March 2020)

Hi Sev,

s.13(1), s.14, and s.17(1)

Malcolm Bromley  
General Manager  
Vancouver Board of Parks and Recreation

On May 15, 2020, at 2:38 PM, Araujo, Sev wrote:

s.13(1), s.14, and s.17(1)

Sev Araujo  
Manager, Commercial Operations  
Vancouver Park Board, City of Vancouver  
o. 604 257 8436 / f. 604 257 8427  
Email: Sev.Araujo@vancouver.ca

**From:** Khella, Harry  
**Sent:** Thursday, March 12, 2020 12:34 PM  
**To:** Johnston, Sadhu; Kassam, Nick; Bromley, Malcolm  
**Cc:** Wilton, Shauna; Araujo, Sev; Djurkovic, Danica; Oehlschlager, Kelly  
**Subject:** s.13(1), s.14, and s.17(1) - GM Briefing Note (March 2020)

Hi All,

Thanks,

Harry

Harry Khella  
Manager, Strategic Business Advisory  
Business Planning and Project Support  
City of Vancouver  
T: 604 829 2087  
E: [harry.khella@vancouver.ca](mailto:harry.khella@vancouver.ca)

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**From:** "Kassam, Nick" <Nick.Kassam@vancouver.ca>  
**To:** "City Leadership Team - DL" s.15(1)(l)  
**CC:** "Graves, Lynda" <lynda.graves@vancouver.ca>  
"Crawford, Stacey" <stacey.crawford@vancouver.ca>  
"Fazekas, Paul" <Paul.Fazekas@vancouver.ca>  
**Date:** 5/22/2020 5:11:43 PM  
**Subject:** 814 Richards - Video

Hello CLT,

s.13(1)

Thank you Jessie for working with us and thanks to Paul Fazekas and his Interiors team bringing this new concept to life.

s.13(1)

Regards,

NICK KASSAM | General Manager  
Real Estate & Facilities Management  
(O) 604.871.6859



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**From:** "Graves, Lynda" <lynda.graves@vancouver.ca>

**To:** "City Leadership Team - DL" s.15(1)(l)

**CC:** "CLT Admin Assistants – DL" s.15(1)(l)

**Date:** 5/27/2020 5:17:45 PM

**Subject:** CLT Agenda - May 29, 2020

**Attachments:** Item 3 - RTS Report as of May 29 2020.xltm  
CLT Agenda - May 29, 2020.pdf  
Item 3 - Outstanding Member's Motions.xlsx  
Item 3 - Outstanding Request to Staff.xlsx

Dear CLT,

Attached is the agenda and supporting material for Friday's CLT meeting. Item 3 (Council Agenda) is optional for VPL, VPD and Parks.

Best,  
Lynda

Supporting Material :

Item 3 RTS as of May 29, 2020  
Outstanding Requests to Staff  
Outstanding Member's Motions

**Lynda Graves** | Manager, Administration Services  
Office of the City Manager | City of Vancouver  
lynda.graves@vancouver.ca  
O: 604.873.7664 | M: s.15(1)(l)

Date: Friday, May 29, 2020

Time: 9:00 am – 11:15 am

Webex: Meeting ID: **s.15(1)(1)**  
 Call In #: (Vancouver / Local)  
 (Canada/US Toll Free)

Attendees:

- Sadhu Johnston, City Manager
- Adam Palmer, Chief Constable, VPD
- Andrew Naklicki, Chief Human Resources Officer
- Christina de Castell, Chief Librarian, VPL
- Darrell Reid, Fire Chief and General Manager, VF&RS / VEMA
- Francie Connell, Director of Legal Services
- Gil Kelley, General Manager, Planning, Urban Design and Sustainability
- Jessie Adcock, General Manager, Development, Buildings and Licensing
- Karen Levitt, Deputy City Manager
- Kiran Marohn, Acting Fire Chief, VF&RS
- Lon LaClaire, City Engineer and General Manager, Engineering Services
- Malcolm Bromley, General Manager, Park Board
- Nick Kassam, General Manager, Real Estate and Facilities Management
- Patrice Impey, General Manager, Finance, Risk and Supply Chain Management
- Paul Mochrie, Deputy City Manager
- Rena Kendall-Craden, Director, Civic Engagement and Communications
- Sandra Singh, General Manager, Arts, Culture and Community Services
- Shauna Wilton, Acting Deputy General Manager, Park Board

Delegates:

	TOPIC	STAFF	TIME
1	Retirement Wishes for Malcolm		9:00 – 9:20 (20 min)
2	COVID Restart – Check In	<b>Paul Mochrie</b> Magnus E	9:20 – 10:20 (1 hour)
	BREAK (10 min)		
3	Council Agenda	<b>City Clerk</b>	10:30 – 11:15 (45 min)

Report #	Subject	Description	Abuse	Requested By	Requester	Complaint/Principal	Report Type	Doc Date	Meeting Type	Assigned to	In Camera	Service Group	Council Theme
013310	A Comprehensive Strategy for Realizing the Full Potential of the Nighttime Economy in the City of Vancouver	A. THAT the current Vancouver City Council – sworn in on November 5, 2018 – affirm its unequivocal support for realizing the full economic potential of a Nighttime Economy and the role it can and does play in a strong, diverse local economy, one that supports small businesses and jobs, the local arts and culture sectors, and the goal for Vancouver to be a sustainable, liveable city with opportunities for everyone. B. THAT Vancouver City Council direct staff to work with the Vancouver Economic Commission to develop recommendations for a comprehensive citywide Nighttime Economy Strategy, one that encompasses all aspects of the Nighttime Economy and serves to focus the range of necessary actions required by Council and the City to remove obstacles and impediments to realizing the economic and other potentials of Vancouver's Nighttime Economy, in consultation with all appropriate stakeholders, with work to begin in 2020, and for a draft strategy to be presented to Council for its...	Request to Staff	Clr. Lisa Dominato	s.13(1)		Report	s.13(1)	Standing Committee on City Finance and Services	Branislav Henschelmann	No	ACCS	Economic Development
013315	Future of the 420 Cannabis Protest	A. THAT Council support the Vancouver Park Board's request for assistance in finding an alternate venue for the 420 event. B. THAT Council direct staff to consult with 420 organizers and the public to identify an appropriate non-residential neighbourhood site where the 420 event could be held in future years, with due consideration of City bylaws. C. THAT Council direct staff to meet with 420 organizers and outline the City's by laws and policies for commercial activities and events, exploring how the organizers can move forward with their commercial activities in adherence with the City's by-law and policy requirements.	Request to Staff	Clr. Sarah Kirby-Yung			Information Request		Information Only	Paul Mochrie	No	CMO	Healthy City
013337	Expanding Downtown Eastside Greenspace and Waterfront Access	C. That the Mayor engage with the Port, the Minister of Transportation and PM's Office to achieve points iv of Part A and inform the City Council, the Park Board, the local MP and the local MLA as to the progress of these efforts.	Mayor's Office	Clr. Jean Swanson			Mayor's Office		Mayor's Office	Lauren Reid/ Lorraine Sebastian	No	Mayor's Office	Greenest City
013653	Increasing Support for Councillors for Constituency Work and Responding to Public Concerns	THEREFORE BE IT RESOLVED THAT to better serve public needs, each Councillor's discretionary fund be immediately increased from \$6,000 to \$30,000 per year; FURTHER THAT the source of funds for Councillors' discretionary expenses in 2019 shall be the budgeted contingency fund; AND FURTHER THAT this increase be reviewed during the next budgeting process.	Request to Staff	Mayor Stewart			Information Request		Information Only	Patrice Impey	No	FRS	City Finances
013417	Crosstown Elementary	Councillor Dominato requested an update on a speed reduction to 30 km/hour at Keefer and Taylor and installation of additional signage near Crosstown Elementary.	Request to Staff	Clr. Lisa Dominato			Information Request		City Council	Taryn Scottard	No	ENG	Safe City

Report#	Subject	Description	Status	Requested By	Comment	Comment to Council	Report Type	Due Date	Meeting Type	Assigned To	In-Calendar	Service Group	Council Phone
013297	Presentation from BC Housing on Affordable Home Ownership Program	Councilor De Genova requested staff to arrange a presentation from BC Housing on the Affordable Home Ownership program, and how it fits into the City's plans while waiting for a change to the Vancouver Charter to be approved.	Request to Staff	Cllr. Melissa De Genova	s.13(1)		Information Request	s.13(1)	Information Only	Dan Garrison	No	PDS	Housing
012933	Weddings at Vancouver City Hall	Council directs staff to: i. explore the possibility of offering City Hall as a venue for weddings and civil ceremonies at and on the grounds of City Hall; ii. consider the structure City Halls across Canada practice in providing a venue for marriage and in some cases, providing services including resources to obtain a marriage commissioner, officiant or the necessary documents required for marriage in BC; iii. report back to Council with rec's, including any budget implications, and recommendations for the possibility of a pilot or trial program for holding weddings on set days of the year, or regularly at City Hall; iv. ensure the Council Chamber, Helena Guttridge Plaza and the garden at City Hall are considered as possible options for weddings in any recommendations to council v. report back to Council by December, 2019; vi. look at options to work with the digital strategy team and the Vancouver Park Board to streamline the process for booking a wedding at all civic venues.	Request to Staff	Cllr. Melissa De Genova			Information Request		Information Only	Tobin Postma	No	CMO	City Administration

s.13(1), s.14



Report #	Subject	Description	Status	Requested By	Comment	Comment to Council	Report Type	Due Date	Meeting Type	Assigned to	In-Camera	Service Group	Council Terms
013244	Protecting Rental Housing Stock along Arterial Streets	<p>THEREFORE BE IT RESOLVED THAT Council direct staff to investigate alternatives for best preserving rental housing stock in C-2, C-3A, and all RT zones, and to report back as soon as possible.</p> <p>Council has concerns about preserving the existing rental housing stock. Council direct staff to investigate alternatives for best preserving rental housing stock in C-2, C-3A, and all RT zones, and to report back as soon as possible.</p>	Request to Staff	Cllr. Jean Swanson	s.13(1)		Information request	s.13(1)	Information Only	Gli Kelley	No	PDS	Housing
013492	Four Pillars Drug Strategy Review and Additional Resources	<p>A. THAT, in the interest of moving forward with a comprehensive review and the ongoing of the Four Pillars Drug Strategy, Council direct staff to increase resources and the capacity of city staff to research drug policy.</p> <p>FURTHER THAT the City manager administer and organize staff and resources, to increase the capacity of Arts, Culture and Community Services to research a new drug policy to further achieve the goals of the Four Pillars Drug Strategy.</p> <p>AND FURTHER THAT that this be implemented as soon as possible and no later than the 2021 City of Vancouver operating budget cycle.</p> <p>B. THAT Council direct staff to investigate and report back on the possibility of implementing "new to Vancouver initiatives", that have proven to be successful in drug policy strategy approved by federal parliament in Portugal;</p> <p>FURTHER THAT any recommendations that may be brought forward, are in the spirit of The Four Pillars Drug Strategy and the Healthy City Strategy.</p>	Request to Staff	Cllr. Melissa De Genova			Information request		Information Only	Sandra Singh	No	ACCS	Healthy City
013493	A Collaborative and New Approach to Oppenheimer Park and Other Public Spaces	<p>Cllr Wiebe and Dominato's motion</p> <p>Staff to explore options for finding identified needed services and housing options for people dealing with homelessness in parks and other public spaces.</p>	Request to Staff	Cllr. Michael Wiebe			Information request		Information Only	Sandra Singh	No	ACCS	Safe City
013117	Declaring April 6th as Vancouver's Official Birthday	<p>THAT Council direct staff to prepare a fulsome analysis of an appropriate date, location, and form of recognition to celebrate a Vancouver Day that considers the full historical context of Vancouver's incorporation and history with a reconciliation lens; including but not limited to the 1986 expropriation of lands around the traditional villages of Sen̓áḡw̓ (aka Vanier Park) and X̱wáyx̱wáy (aka Stanley Park); and the collective experiences and histories of people of colour and immigrants who also helped to build our city.</p> <p>FURTHER THAT Council direct staff to report back by the end of Q3.</p>	Request to Staff	Cllr. Pete Fry			Information request		Information Only	Lesley Matthews	No	CMO	Community Planning

Report #	Subject	Description	Status	Requested By	Comment	Comment to Council	Report Type	Rise Date	Meeting Type	Assigned to	In Camt	Service Group	Council Theme
013906	City of Reconciliation Update	<p>A.THAT Council accept the Administrative Report dated June 11, 2019, entitled "City of Reconciliation Update", for information.</p> <p>B.THAT Council direct staff to include in the 2020 Reconciliation Report an analysis of the status of the City's reconciliation framework commitments, including recommendations for building on these commitments, with, where possible, measured and specific outcomes, and the steps taken to date, as well as associated budget implications to enable consideration with respect to annual budget planning and approvals.</p> <p>C.THAT Council direct staff to report back on initial scoping of a "Colonial Audit" in order to identify both short term and long term opportunities and specific ways to improve the City of Vancouver policies and practices with regard to Reconciliation and report back with their findings and recommendations to acknowledge any injustices uncovered as part of the "truth-telling" phase.</p>	Request to Staff	Cllr. Michael Wiebe	s.13(1)		Information Request	s.13(1)	Information Only	Katelyn Grabbe	No	CMD	Reconciliation
013136	Proactive Disclosure and Release of City Councilor Calendar	<p>THEREFORE BE IT RESOLVED THAT Council direct staff to regularly and retroactively release the calendars of Vancouver City Councilors with such releases being done in accordance with the Freedom of Information and Protection of Privacy Act and, further that staff consult with the City's Corporate Security team regarding personal safety and security considerations prior to implementation;</p> <p>FURTHER THAT the calendars of Vancouver City Councilors shall be disclosed and released on a monthly basis upon implementation and in concert with the disclosure and release of the Mayor's calendar, with provisions for calendars to be removed or not disclosed, on an individual basis. If there are any recommendations by Corporate Security and/or the Vancouver Police Department to withhold public disclosure of a calendar based on concerns for an individual Council member's safety, the safety of their immediate family members, or the safety of their staff;</p> <p>AND FURTHER THAT Council direct staff to...</p>	Pending	Cllr. Lisa Dominato			Information Request		Information Only	Barbara Van Fraassen	No	CMD - CC	City Administration
013867	Supporting Non-Profit Applications to the Centern Community Fund for the Benefit of Neighbourhoods	<p>A.THAT Council direct staff to explore opportunities to support a DTES non-profit organization or organizations in making applications to the Centern Community Fund, such as providing a letter from the City of Vancouver in support of their application, for the first program intake closing November 29th, 2019, specific to the purpose of investing in a supported employment program or programs;</p> <p>B.THAT Council direct staff to meet with representatives and/or staff of the Centern Community Fund oversight committee in relation to this funding program in order to identify common priorities and opportunities to co-fund projects that would serve to scale up the impact of projects, including direct to City staff to ensure that this information regarding this funding opportunity is circulated to local non-profits through various staff channels, interactions, and contact networks;</p> <p>FURTHER THAT Council direct staff to bring recommendations forward to Council regarding other....</p>	Request to Staff	Cllr. Lisa Dominato			Information Request		Information Only	Sandra Singh	No	ACCS	Community Planning



Report #	Subject	Description	Status	Requested By	Comment	Comment to Council	Report Type	Due Date	Meeting Type	Assigned To	In-Camera	Service Group	Council Theme
013658	Exploring New Forms of Hospitality and Housing Tenure to Support Purpose Built Rental	A. THAT Council direct staff to explore new forms of hospitality and housing tenure with the development and construction industry, tech-enabled hospitality operators and lenders including CMHC, in order to support the development of purpose built rental housing. B. THAT Council direct staff to consider how limited term master leases for tech-enabled hotel rooms might function with regard to rental stock covenants, change of use, split classification tax, licensing, legal, zoning, and city-wide planning. C. THAT Council direct staff to consider in upcoming reports on Rental Incentive Program Review if tech-enabled hotel rooms in lieu of DCL waivers might improve the financial performance and delivery of for-profit purpose built rentals. D. THAT Council direct staff to include in upcoming reports on Rental Incentive Program Review any budget and resource considerations. E. THAT Council direct staff to include in their reports back on .....	Request to Staff	Cllr. Pete Fry	s.13(1)		Information Request	s.13(1)	Information Only	Kathryn Holm	No	DBL	Housing
013655	Helping Campers in Oppenheimer Park	THEREFORE BE IT RESOLVED A.THAT Council direct staff to meet with BC Housing staff to continue to explore ways to fund temporary and/or permanent accommodations, with appropriate support services to house Oppenheimer Park Patrons. B.THAT the City work with Park Board staff to temporarily implement a warming station in Oppenheimer Park or other city owned land within close proximity. C.THAT the city work with Park Board staff and peer organizations to provide washroom facilities for park patrons including 24 hour access. D.THAT the City work with Park Board staff to explore options so that campers may securely keep their possessions. E.THAT the City and Park Board continue to communicate about other possible solutions to help end and humanize homelessness. F.THAT Council direct staff to work with Vancouver Police Department and Vancouver Fire and Rescue Services and continue to consider their input on public safety, and specifically to .....	Request to Staff	Cllr. Jean Swanson			Information Request		Information Only	Sandra Singh	No	ACCS	Healthy City
013651	Lowering per ticket facility fees to assist VSS	Cllr Kirby-Yung's amendment as amended by Cllr Carr: "E. THAT Council direct staff to explore the potential and impacts of amending the rates of patron per ticket facility fees, to assist in providing grant funding that helps sustains the City's historical support for the VSS and the role of the VSS as an anchor cultural institution in Vancouver."	Request to Staff	Cllr. Adriane Carr			Information Request		Information Only	Branislav Henselmann	No	ACCS	Arts & Culture
013656	An Opportunity to Participate in a Partnered Campaign Focussed on Responsible Alcohol Consumption	THEREFORE BE IT RESOLVED THAT Council direct staff to proceed with the opportunity they have identified for the City to participate in a low cost partnered campaign focused on responsible alcohol consumption, which will launch in December of this year during the holiday season, with approximately \$7,000 in City funds to be allocated to cover some of the costs associated with the development of the related print materials and featured on available wall space at EasyPark lots and parkades, all as noted in the October 16, 2019, staff memo distributed to members of Council by the City Manager.  FURTHER THAT any information that can be gleaned from subsequent evaluations of this initiative and the "Park Until" option, specific to the question of whether people are evaluating themselves of the "Park Until" option due to intoxication or for other reasons, be made available to City of Vancouver stakeholders such as Vancouver Coastal Health.	Pending	Cllr. Lisa Dominato			Information Request		Information Only	C. Darwent	No	ENG	Safe City

Report #	Subject	Description	Status	Requested By	Committee	Commitment to Council	Report Type	Due Date	Meeting Type	Assigned to	In-Camera	Service Group	Council Theme
013516	Working Together: City of Vancouver 2019 Budget Committee	<p>A. THAT Council appoint a committee (to be called the Budget 2019 Committee) of no more than five Council members, including the Mayor, allowing no more than one Council member from the four political parties or elector organizations represented on Council; the Director of Finance and the City Manager to meet and discuss the budget outlook and give feedback to Council so as to assist Council in its budget deliberations.</p> <p>B. THAT Council approve the general Terms of Reference for the Budget 2019 Committee outlined below:</p> <p><b>BUDGET 2019 COMMITTEE</b></p> <p><b>TERMS OF REFERENCE</b></p> <p>To provide in-depth feedback to Council and assist Council with the process of finalizing and approving the 2019 budget.</p> <p><b>COMMITTEE MEMBERS:</b></p> <ul style="list-style-type: none"><li>• The Mayor</li><li>• A maximum of four Councillors, with no more than one Councillor from each political party and/or elector organization</li><li>• The Director of Finance</li><li>• The City Manager</li><li>• Other staff members, as may be appointed by the City Manager.</li></ul> <p><b>CHAIR:</b></p> <p>---</p>	Request to Staff	Clir. Melissa De Genova	s.13(1)	Information Request	s.13(1)	Information Only	Patrice Impey	No	FRS	City Finances	
013584	2020 Capital and Operating Budget	<p>Q. THAT staff explore options through the City Sponsorship Policy to sustain Special Events Funding in future budgets.</p>	Request to Staff	Clir. Melissa De Genova			Information Request		Information Only	Michelle Collins	No	CMO	City Finances
013583	2020 Capital and Operating Budget	<p>"THAT Council direct staff to work directly with Council to put in place multiple budget workshops as part of the 2021 budget development process where fixed costs, new budget proposals and cost savings opportunities are reviewed with the goal of good governance and well informed financial decision making;</p> <p>FURTHER THAT the Operating Budget Policy (ADMIN-004) and Capital Budget Policy (ADMIN-005) be updated to incorporate these best practices and inform the annual budget development process;</p> <p>AND FURTHER THAT staff report back during the 2021 budget process with the feasibility and implementation impacts of changing to a wellbeing budget process in future years."</p>	Request to Staff	Clir. Lisa Dominato			Information Request		Information Only	Patrice Impey	No	FRS	City Finances
013582	2020 Capital and Operating Budget	<p>"N. THAT Council direct staff to explore and implement transformation and increased revenue opportunities in order to address the on-going financial pressures expected in the 5 year financial outlook, including the recommendations forthcoming in the Financial Review Phase B – Building Capacity for the Future Report being completed by EY at the request of Council."</p>	Request to Staff	Clir. Adriana Carr			Information Request		Information Only	Patrice Impey	No	FRS	City Finances

Report #	Subject	Description	Status	Requested By	Comment	Comment to Council	Report Type	Date Recd	Meeting Type	Assigned to	In-Camera	Service Group	Council Theme
013559	Update - Access Without Fear Policy	Councillor Swanson noted six implementation areas in the Access Without Fear Program, and requested detailed updates in each of the six areas. The City Manager agreed to provide the information, or should it require a considerable amount of work, would ask that Councillor Swanson pursue a motion for this request.	Request to Staff	Clr. Jean Swanson		s.13(1)	Information Request	s.13(1)	Information Only	Sandra Singh	No	ACCS	Safe City
013123	Moving Forward with the West End Parking Management Strategy and Participatory Budgeting Process	<p>THAT Council direct staff to report back via a memo in March 2020, to provide information including any impact the extension of reduced residential permit parking fees by West End residents may have on the greater availability of on street parking.</p> <p>FURTHER THAT the memo summarize any feedback from West End residents regarding this amendment to the by-law, including complaints or inquiries suggesting the by-law is discriminatory to newer West End area residents who may be facing affordability challenges in the city of Vancouver.</p>	Request to Staff	Clr. Melissa De Genova		s.13(1)	Information Request		Information Only	Chris Darwent	No	ENG	Transportation
013423	Every Neighbourhood for Everyone: A. THAT Council direct staff to: Permitting Temporary Mo...	<p>I. Explore and report back on opportunities to deliver TMH buildings for homeless residents, on RS and RT zoned parcels on private and City owned land that could accommodate the footprint, access to services and/or transit, timing of future uses, and site conditions by Q4 2019.</p> <p>II. If opportunities exist then the report back should identify policy tools that may be required to advance delivering TMH on RS or RT zones, including but not limited to, changes to the Vancouver Charter to enable Director of Planning authority to relax or "low cost housing for persons receiving assistance" in RS and RT areas, and/or new rezoning policies to enable the same.</p> <p>B. THAT Council direct staff to explore new possibilities for creating permanent homes for low and moderate income families and individuals in all neighbourhoods of the city, through the City Wide Plan as well as through implementation of Housing Vancouver and the Affordable Housing Delivery and Finance...</p>	Request to Staff	Clr. Christine Boyle			Information Request		Information Only	Gl Kelley	No	PDS	Housing

Report #	Subject	Description	Status	Requested By	Comment	Comment to Council	Report Type	Due Date	Meeting Type	Assigned to	In-Camera	Service Group	Council Theme
013814	REPORT BACK - Deterring and Preventing Money Laundering and the Business of Organized Crime in the City of Vancouver	Cllr. de Genova's motion from Jan. 29/19 Staff report back to Council with their findings and any recommendations by the end of Q4 2019 regarding Deterring and Preventing Money Laundering and the Business of Organized Crime in the City of Vancouver.	Request to Staff	Cllr. Melissa De Genova	s.13(1)		Information Request	s.13(1)	Information Only	Patrice Impey	No	FRS	City Finances
013803	Taking Steps Toward a National Cost-Shared Universal Healthy School Food Program	Relates to RTS 13799, 13800, 13801 and 13802 F. THAT Council direct staff to write to Union of BC Municipalities' Health and Social Development Committee to share outcomes of this motion, and request follow-up on advocacy efforts and strategies arising from the UBCM approval of Vancouver's 2017 Resolution B127: National School Food Program, which directed "... that UBCM and the Federation of Canadian Municipalities advocate for a Universal Healthy School Food Program to provincial and federal governments."	Request to Staff	Cllr. Rebecca Bligh			Information Request		Information Only	Sandra Nikelic	No	GMO	Healthy City
013830	West End Participatory Budgeting Process	Councillor Carr requested a report back from staff regarding whether there is potential for cyber-bots to create dummy votes in the above noted budgeting process.	Request to Staff	Cllr. Adriane Carr			Information Request		Information Only	Rena Kendall-Creden	No	CEC	City Administration
013865	Ending Sexual Harassment and Violence in Vancouver's Hospitality and Service Industries	THEREFORE BE IT RESOLVED THAT Vancouver City Council direct staff to report to Council on recommendations and actions to ensure the safety of women working in the service and hospitality industry. In the development of this report Council direct staff to: I.Meet with downtown hotel/restaurant owners, Vancouver Police Department, related association, service worker advocate groups (unions and community advocates) to formulate recommendations on how to combat the growth of sexual violence in Vancouver's hospitality and service industries and in the workplace; II.Explore ways to end sexual violence in the city, including in Vancouver hotels, restaurants and bars, as part of its work on the UN Women Safe Cities work and the upcoming nighttime economy strategy; III.Report back with implications of and options for mandating sexualized violence prevention training for hotel and restaurant staff as part of either the liquor licence or business licence approval process; and IV...	Request to Staff	Cllr. Christine Boyle			Information Request		Information Only	Mary Clara Zak	No	ACCS	Safe City
013838	COVID-19 Pandemic Impacts: Financial Update and Short-Term Actions	B. THAT Council request the Province to delay the remittance due date for other taxing authorities' requisitions to after September 2, 2020, including the Provincial School Taxes, Translink, Metro Vancouver, BC Assessment, and Municipal Finance Authority BC, such that the City does not have to prioritize the use of City working capital, reserves and/or borrowing to pay senior and regional government and agencies before actual tax collection.	Mayor's Office Report	Report Recommendation			Other Report		Mayor's Office	Lorraine Sebastian No		Mayor's Office	City Finances



Report #	Subject	Description	Status	Requested By	Comment to Council	Report Type	Doc ID	Meeting Type	Assigned to	Camera	Service Group	Council Theme
013590	Veterans - Free Year-Round Parking	<p>THEREFORE BE IT RESOLVED THAT Council direct staff to explore the possibility of a process to allow eligible holders of a BC veterans license plate and current serving members of the Canadian Forces to park their vehicle for free, subject to the time limits already in place, at City of Vancouver parking meters, Easy Park lots, surface lots, and Park Board operated parking facilities; including Stanley Park, Queen Elizabeth Park, the Vancouver Aquatic Centre, and all Vancouver Community Centres;</p> <p>FURTHER THAT Council direct staff to report back to Council by October 2020 with recommendations and plans to deliver a process by November 11, 2020, for year-round free parking for Veterans and current serving members of the Canadian Forces, at all parking locations currently offered by the City of Vancouver during the week of Remembrance Day.</p>	Request to Staff	Cllr. Melissa De Genova	S.13(1)	Information Request	S.13(1)	Information Only	Chris Derwent	No	ENG	Transportation
013888	West End Journal's Questions to the City	<p>Requested by Councilor Carr at the Council meeting on May 12, 2020.</p> <p>Requested a report back on questions posed by the West End Journal regarding West End Homeless Shelters and Quarantines, as posted on the Journal's website.</p>	Request to Staff	Cllr. Adriane Carr		Information Request		Information Only	Mary Clare Zak	No	CMO	Community Planning
013855	Ensuring All Vancouver Residents Can Comply With Public Health Guidance	<p>A. THAT Council publicly express appreciation for the Provincial Government and BC Housing's ongoing work to provide housing and other supports for unhoused and systemically vulnerable Vancouver residents during Covid-19.</p> <p>B. THAT Council direct the Mayor to continue advocating on behalf of unhoused and systemically vulnerable Vancouver residents, including advocating strongly that the Province of British Columbia acquire enough hotel rooms, apartments, or other housing as soon as possible, to offer to all unhoused people in Vancouver so they have the same opportunity for self-isolation as people with homes.</p> <p>C. THAT Council direct staff to work with provincial and federal partners to support an urgent expansion of permanent social housing in all neighbourhoods of Vancouver, including by contributing city-owned land, so that residents temporarily housed during Covid-19 aren't moved back onto the street when physical distancing requirements are relaxed.</p>	Request to Staff	Cllr. Jean Swanson		Information Request		Information Only	Sandra Nikolic	No	CMO	Safe City
013856	Strengthening Representative Democratic Practices in Vancouver	<p>THEREFORE BE IT RESOLVED THAT Council direct City staff to prepare and bring back to Council for consideration, at the next possible Council meeting including required notice (May 26, 2020), amendments to the Procedure By-law that authorize individuals providing public comments, as speaker, by email, or on paper, related to items of Council meetings, Standing Committees, and Public Hearings be requested to state the following:</p> <p>Their full name;</p> <p>Whether they are a resident of the City of Vancouver, or are non-resident.</p>	Request to Staff	Cllr. Colleen Herdwick		Information Request		City Council	Rosemary Hagiwara	No	CMO - CC	Community Planning

Report #	Subject	Description	Status	Requested By	Comment	Comment to Council	Report Type	Due Date	Meeting Type	Assigned to	If Cancelled	Service Group	Council Theme
013340	COVID-19 Pandemic Impacts: Financial Update and Short-Term Actions	D.THAT, in response to the unique circumstances created by the COVID-19 pandemic including uncertainty about the ability to secure Provincial operating grants, decreased revenues the City is currently experiencing on a weekly basis, and the potential for property tax delinquency due to economic hardship, Council direct staff to prepare and bring forward to Council by as soon as possible by May 2020: i. options for COVID-19 that will enable the City or Vancouver to achieve a balanced 2020 Operating Budget, and mitigate anticipated reduced revenue and include the following: I. that such options take into account information from the Federal Government that COVID-19 related restrictions will continue at least through to the end of Summer, and that some level of COVID-19 response measures are likely to be in place for the remainder of 2020. II. that the report include and provide Council with a summary of Capital Projects including...	Request to Staff	Cllr. Pete Fry	s.13(1)		Report	s.13(1)	City Council	Colin Knight	No	FRS	City Finances
013366	Options for an Accelerated 10-year Timeline for Addressing Vancouver's Combined Sewer Overflows	THEREFORE BE IT RESOLVED THAT Vancouver City Council direct staff to explore an accelerated timeline for addressing the City's combined sewer overflows, including (but not limited to) potential costs, potential infrastructure funding partnerships and programs (i.e., federal, provincial, regional, and/or in conjunction with other nearby municipalities), potential pathways to cost-effectively achieve accelerated water quality outcomes related to combined sewer overflow events by 2029, the potential impact of accelerating combined sewer overflow mitigation on other City of Vancouver budget priorities, and any foreseeable obstacles, and for staff to report back to Council in 2020 with options for an accelerated combined sewer overflow mitigation program. FURTHER THAT Council direct staff to report back on next steps for Combined Sewer Overflow mitigation plans as part of the Rain City Strategy in the fall of 2019.	Request to Staff	Cllr. Sarah Kirby-Yung			Report		City Council	Jimmy Zammarr	No	ENG	Greenest City
013326	Accountability for Climate Change	Relates to RTS 13323, 13324, 13325 FURTHER THAT staff report back with a budget or reprioritization of existing budget for exploring any proposed legal strategies; and FURTHER THAT Council direct staff to report back with full costing and budget, including implications to the 2020 budget. D.THAT Council support motions at the Union of BC Municipalities for: a.Port Moody: "HOLDING FOSSIL FUEL PRODUCERS RESPONSIBLE FOR THEIR CONTRIBUTION TO CLIMATE CHANGE" to: (i)send climate accountability letters to the 20 largest fossil fuel companies on behalf of their members; and (ii)ask the Minister of Environment and Climate Change Canada and the Minister of Environment and Climate Change Strategy to enact laws to clarify the right of local governments to recover a fair share of their climate costs from fossil fuel companies; and b.Richmond: "Recovering Costs for Local Climate Change Impacts" asking the provincial government to explore the initiation of a class action suit on behalf...	Request to Staff	Cllr. Christine Boyle			Report		City Council	Colin Knight/Patrice Impey	No	FRS	Greenest City
013870	Update on Micro-wedding bookings	Councillor De Genova requested an update on the number of micro-weddings that have been booked at City hall.	Request to Staff	Cllr. Melissa De Genova			Informal Request		Information Only	Lesley Matthews	No	CMO	Community Planning



Report#	Subject	Description	Status	Requested By	Comment	Comment to Council	Report Type	Due Date	Meeting Type	Assigned to	In-Center	Service Group	Council Theme
013823	Limiting 2021 Property Tax Rate Increase to No More Than 5%	THAT Council ask staff to report on the motion entitled, "Limiting 2021 Property Tax Rate Increase to No More Than 5%", to a Budget workshop before the July Budget Outlook report as part of the City's 2021 budget development process with consideration for first finding efficiencies and cost savings across the organization that will inform multiple scenarios of property tax increases.	Request to Staff	Cllr. Lisa Dominato	s.13(1)		Other Report	s.13(1)	Information Only	Colin Knight	No	FRS	City Finances
013867	Additional By-laws for Empty Homes Tax Cost Recovery	Councillor Fry added E: E. THAT Council instruct the Director of Legal Services to recommend to Council any additional by-laws necessary for cost recovery and/or penalties of otherwise frivolous, dilatory, fraudulent or dishonest appeal of late filing of property status declaration resulting for Extraordinary Circumstances or otherwise, and that conditions of this by-laws be presented for public information on the Empty Homes Tax webpage.	Request to Staff	Cllr. Pete Fry			Report		City Council	Julia Aspinall	No	LAW	Housing
013537	Rental Incentive - Projected Number Secured Rental Homes	B. THAT Council receives for information the Rental Incentive Programs Administration Bulletin, generally as contained in Appendix B of the Report dated November 15, 2019, entitled "Rental Incentives Review Phase II Report Back"; FURTHER THAT Council direct staff to report back to Council with the projected number of secured rental tenure homes the Rental Incentive Review Phase II recommendations are projected to deliver;	Request to Staff	Cllr. Melissa De Genova			Report		City Council	Dan Garrison	No	PDS	Housing

s.13(1)

s.13(1)

Report #	Subject	Description	Status	Requested By	Comment	Comment to Council	Report Type	Due Date	Meeting Type	Assigned to	In-Camera	Service Group	Council Theme
013453	Expediting an Elementary School for the Olympic Village Community - the City's Role	Relates to RTS 13562 A. THAT Council direct staff to create a 'fast-track' process, on an urgent basis, whereby the approval of development and building permits for Vancouver schools (new schools, replacements, additions, and renovations) can be expedited to ensure that Vancouver school facilities can be built, replaced, added to, and/or renovated in a timely manner, to help build strong, diverse, sustainable neighbourhoods and communities in our city, with staff to report back to Council by January 2020 regarding actions taken in this regard. B. THAT Council direct staff to work with the Vancouver School Board staff to explore ways to work together on a collective basis to improve and streamline various City approval processes in pursuit of the timely construction, replacement, and/or renovation to Vancouver Schools, including an elementary school in Southeast False Creek / Olympic Village. C. THAT Council call on the Province to prioritize capital funds for a new ...	Request to Staff	Cllr. Lisa Dominato	s.13(1)		Information Request	s.13(1)	Information Only	Gil Kelley	No	PDS	Community Planning
013734	Independent Auditor General Sub-Committee	A. THAT Council authorize the creation of an informal working group, in advance of a sub-committee being formed, not intended to constitute a committee called the Municipal Auditor General Informal Working Group. B. THAT the Terms of Reference for the Municipal Auditor General Informal Working Group be as follows: i) To freely consult with and seek recommendations, information, and advice from such bodies as the Canadian Audit and Accountability Foundation (CAAF), as well as other relevant authorities (e.g., consultation with BC's Auditor General for Local Government, offices of Auditors General across Canada, etc.), including a pre-approved budget of up to \$50,000 to formally engage the CAAF as a consulting body to prepare draft Terms of Reference for, and operational recommendations specific to, the establishment of an independent Auditor General Office in the City of Vancouver, with engagement of CAAF to be facilitated with support from the office of the City Manager or ...	Request to Staff	Cllr. Colleen Hardwick			Report		Standing Committee on Policy and Strategic Priorities	Cllr. Colleen Hardwick	No	CMO - CC	City Administration
013491	Increasing Affordable Housing Options through Character House Incentives in RS Zones	Staff report back to Council in Q1 of 2020 on measures to further incentivize retention of character houses	Request to Staff	Cllr. Colleen Hardwick			Report		Standing Committee on Policy and Strategic Priorities	Gil Kelley	No	PDS	Housing
013831	Safety for Residents with Precarious Status: Delivering Access without Fear	Relates to RTS 13832 B. THAT Council direct staff to explore and report back in a public memo by the end of Q2 2020, on work underway to finish implementing the 2015 policy (as identified in the "Update: Access Without Fear Implementation" email and table sent from the City Manager to Mayor and Council on January 29, 2020).	Request to Staff	Cllr. Christine Boyle			Information Request		Information Only	Sandra Singh	No	ACCS	Safe City

Report #	Subject	Description	Status	Requested By	Comments	Comments to Council	Report Type	Due Date	Meeting Type	Assigned to	In Charge	Service Group	Council Theme
<a href="#">013553</a>	Rental Incentives - Opportunities and Displacement	D. THAT staff to consolidate opportunities for rental enabled under the Affordable Housing Choices Interim Rezoning Policy (AHC IRP) into the Secured Rental Policy as a pilot on a time-limited basis with applications to be accepted until June 10, 2022, and formally close the AHC IRP to new applications, and prepare a report for consideration for referral to a public hearing proposing amendments to the Zoning and Development By-law to create new standardized zoning districts for residential rental tenure, for use in future rezoning applications for RS and RT zoned sites in low density transition areas that are on and near arterial roads and close to parks, schools and shopping areas, as generally described in policy 2.4 of the Secured Rental Policy. THAT staff monitor and report back regularly to Council on any impact proposed new zoning districts for residential rental tenure will have on renter displacement etc. THAT Staff assess the risk of tenant displacement (see mins p. 17)	Request to Staff	Cllr. Adriane Carr	<b>S.13(1)</b>		Report	<b>S.13(1)</b>	City Council	Dan Garrison	No	PDS	Housing
<a href="#">013557</a>	Transportation Safety Program	THEREFORE BE IT RESOLVED THAT City Council direct staff to collaborate with the Vancouver School Board and report back on recommendations for improving transportation safety in Vancouver's school zones, while actively promoting walking or cycling to schools. Report to include: a. A review, in concert with reports on the Greenways and Slower, Safer Streets programs, of current infrastructure and City policies pertaining to pedestrian and cyclist safety around Vancouver's schools, any necessary infrastructure or policy changes to ensure increased safety of children, staff and families, and proposed budgets and timelines; b. Engagement and consultation with the public, schools and Parent Advisory Councils (PACs), the District Parent Advisory Council (DPAC), local and Provincial Public Health authorities, and the City's Transportation Advisory Committee, as integrated with and complementary to the city-wide planning process; c. Specific standards that can be applied to all schools	Request to Staff	Cllr. Christine Boyle			Report		City Council	Lacey Hittle	No	ENG	Transportation
<a href="#">013568</a>	Historical Discrimination Against People of South Asian Descent in Vancouver	THAT Council refer the motion entitled "Historical Discrimination Against People of South Asian Descent in Vancouver" to the Racial and Ethno-Cultural Equity Advisory Committee to provide recommendations to Council on the historical discrimination against the South Asian community in Vancouver; FURTHER THAT Council direct staff to work with the Racial and Ethno-Cultural Equity Advisory Committee and report back with recommendations coming from that work as soon as possible, or by early 2020.	Request to Staff	Cllr. Christine Boyle			Report		City Council	Mary Clare Zak	No	ACC9	Reconciliation



Report #	Subject	Description	Status	Requested By	Comment	Comment to Council	Report Type	Due Date	Meeting Type	Assigned to	In-Camera	Service Group	Council Teams
<u>013248</u>	REPORT BACK - Gendered Intersectional Strategy	Report Recommendation approved at CFS May 29/19 Report title: Interim Report - Women's Equity and Trans, Gender Variant and 2-Spirit Inclusion Link to motion as approved (page 5) - C <a href="https://council.vancouver.ca/20190529/cfs/20190529ag.htm">https://council.vancouver.ca/20190529/cfs/20190529ag.htm</a>	Request to Staff	Cllr. Jean Swanson	s.13(1)		Report	s.13(1)	City Council	Sandra Singh	No	ACCS	Healthy City
<u>013200</u>	REPORT BACK- Climate Emergency Response- Accelerated Actions & GCAP Update	Amended Report Recommendations from CFS April 24&25, 2019 Report back by fall 2020 on Accelerated Actions related to the Climate Emergency Response presented to Council. Report to be combined with annual Greenest City Update.	Request to Staff	Report Recommendation			Report		City Council	Doug Smith	No	PDS	Greenest City
<u>013733</u>	Including Pedestrians in Vancouver's Snow Protocol and Response	A. THAT Council direct staff to identify High Priority Pedestrian Areas and Sidewalks in the city and report back before Council's summer break, with information and recommendations for incorporating these areas and sidewalks into the City's Snow Protocol and Response Strategy, in accordance with the topmost priority accorded to walking in the City's hierarchy of transportation modes, the City's Complete Streets Strategy, Equity goals, and Climate Emergency Response actions and objectives; FURTHER THAT staff engage with the Seniors' Advisory Committee as well as the Persons with Disabilities Advisory Committee as well as any others deemed beneficial, for their feedback and input. B. THAT Council direct staff to include information in the report back outlining the City's responsibilities and obligations with respect to identified High Priority Pedestrian Areas and Sidewalks, along with the respective responsibilities and obligations of adjacent private property owners and/or their ...	Request to Staff	Cllr. Sarah Kirby-Yung			Report		standing Committee on City Finance and Services	Erin Watts	No	ENG	Safe City
<u>013576</u>	Community Amenity Contributions (CAC) Policy Update	Relates to RTS 13677 and 13678 C. THAT Council instruct staff to notify landowners and in-stream rezoning applications of the City's intent to increase CAC Targets in the Little Mountain Adjacent and Southeast False Creek M-2 zoned areas to \$47.00 and \$67.00 per sq.ft. respectively, and report back on an implementation plan in July 2020.	Request to Staff	Report Recommendation			Report		standing Committee on City Finance and Services	Chris Robertson	No	PDS	City Finance
<u>013497</u>	Extinguishing Consumer Fireworks	VFRS, VPD and DBL staff to report back in 2020 on a plan to ban the retail sale of consumer fireworks to the public by 2021	Request to Staff	Cllr. Pete Fry			Report		City Council	Darrell Reid	No	VFRS/VEMA Safe City	

Report #	Subject	Description	Status	Requested By	Comment	Commit to Council	Report Type	Due Date	Meeting Type	Assigned to	In-Camera	Service Group	Council Theme
s.13(1), s.14													
<u>013536</u>	Rental Incentive - Meeting the Goals of Housing Vancouver	<p>THAT Council receives for information the Rental Incentive Programs Administration Bulletin, generally as contained in Appendix B of the Report dated November 15, 2019, entitled "Rental Incentives Review Phase II Report Back";</p> <p>AND FURTHER THAT Council also direct staff to report back to Council in biannual memos with updates including how Rental Incentive Review Phase II recommendations are meeting the goals and targets set out in "Housing Vancouver".</p>	Request to Staff	Cllr. Melissa De Genova	s.13(1)			Information Request	s.13(1) Information Only	Dan Garrison	No	PDS	Housing
<u>013567</u>	Combating Anti-Semitism in Vancouver	<p>THAT Council refer the motion entitled "Combating Antisemitism in Vancouver" to the Racial and Ethno-Cultural Equity Advisory Committee to provide recommendations to Council on how the City of Vancouver can increase action to combat all forms of racism and hatred, including Antisemitism;</p> <p>FURTHER THAT Council direct staff to work with the Racial and Ethno-Cultural Equity Advisory Committee and report back with recommendations coming from that work as soon as possible, or by early 2020.</p>	Request to Staff	Cllr. Sarah Kirby-Yung				Information Request	Information Only	Mary Clare Zak	No	ACCS	Reconciliation
<u>013677</u>	Community Amenity Contributions (CAC) Policy Update	<p>Relates to RTS 13679 and 13679</p> <p>D. THAT Council direct staff to monitor and report back to Council on the need to index cash CACs between Council approval in-principle of a rezoning application and rezoning enactment by Council and/or impose a required time limit to enact a new zoning, whereby if the time limit lapses, the approval in-principle of the rezoning application may expire.</p> <p>F. THAT Council direct staff to report back to Council on the potential for allocation of Community Amenity Contributions to neighbourhood houses, arts venues and other non-profit venues that support growth and ongoing community services delivery in Vancouver through contributions to external endowment funds that support such organizations;</p> <p>FURTHER THAT the report back review key considerations such as but not limited to legal considerations and requirements for potential external endowment fund recipients.</p>	Request to Staff	Report Recommendation				Information Request	Information Only	Chris Robertson	No	PDS	City Finances

Report#	Subject	Description	Status	Requested By	Comments	Priority/In Comment?	Report Type	Due Date	Meeting Type	Assigned to	In-Council	Service Group	Council Item#
013703	Toward Best Practices in Civic Governance: Clarifying Council's Role as an Elected Board	<p>THAT Vancouver City Council refer this work to the yet to Draft the formed office of the Auditor General to clarify Council's role as an Elected Board for those areas, circumstances, and situations where Elected Board status might naturally or potentially apply, such as for City employees or employee groups whose employment with the City falls within an occupational or professional group category that carries with it Practice Standards and/or a Code of Ethics requiring periodic reporting to the Board of the organization they serve, and for staff to report back to Council as part of its work plan;</p> <p>FURTHER THAT staff be directed to compile and include – as part of their report back to Council – a list of occupational and professional groups employed and/or working within the City of Vancouver that have, or may potentially have, Practice Standards and/or a Code of Ethics requiring, or potentially requiring, periodic reporting to the Board of the organization they serve</p>		Cllr. Rebecca Bligh	s.13(1)		Report	s.13(1)	City Council	TBD	No	CMO	City Administration
013716	Cannabis as an Alternative to Opiates and More Dangerous Drugs on the Downtown Eastside	<p>Relates RTS 13327</p> <p>A.THAT City Council direct staff to make recommendations to Council with respect to Section 11 of the City of Vancouver Zoning and Development By-law with proposals on how this zoning by-law could be amended to allow well considered exceptions to the City's current prohibition on Cannabis Stores in the Downtown Eastside exclusion zone, consistent with the City's commitment to a comprehensive approach to illicit substance use, including prevention, harm reduction;</p> <p>FURTHER THAT Vancouver City Council direct staff to engage with the Liquor and Cannabis Regulation Branch (LCRB) to indicate Vancouver City Council's interest to address unintended aspects of the City's current Zoning and Development By-law as it pertains to facilitating well-considered exceptions to the City's Zoning and Development By-law in relation to cannabis Stores in the city, as well as engagement around the province's regulatory processes for licensing cannabis retail stores; and</p> <p>FURTHER THAT...</p>	Draft	Cllr. Rebecca Bligh			Report		City Council	Kathryn Holm	No	DBL	Healthy City
013779	Relief and Rehabilitation of Aggressive Dog Designation	<p>D.THAT Council direct staff to prepare appropriate legal language and present a by-law change to allow relief of "aggressive dog" designation per B above.</p> <p>E.THAT Council direct staff to prepare appropriate legal language and present a by-law change to redefine the definition of "aggressive" such that an "aggressive dog" is one that a qualified veterinarian and/or animal behaviourist believes is an aggressive dog, after an assessment is done by that behaviourist and a full investigation is conducted by the City's animal control department, per C above.</p> <p>F.THAT before any sections of the by-law are updated, staff report back with any recommendations, and include considerations of other jurisdictions where modernized, progressive animal control by-laws have been enacted, including New Westminster, Coquitlam and Fraser Valley Regional District.</p> <p>G.THAT Council direct staff to consider people that cannot afford the services of qualified veterinarians and/or qualified animal .....</p>	Request to Staff	Cllr. Pete Fry			Report		City Council	Kathryn Holm	No	DBL	Safe City



Report #	Subject	Description	Status	Requested By	Comment	Commit to Council	Report Type	Due Date	Meeting Type	Assigned To	In Cam e	Service Group	Council Theme
<u>013278</u>	Declaring Support for an Eastside Arts District	A. THAT Council direct staff to report back on recommendations for the declaration of an Eastside Arts District. B. THAT Council direct staff to consult with the Eastside Culture Crawl Society, as well as local artists, residents and businesses on scoping an Eastside Arts District Strategy, complimentary to the report back on recommendations for the declaration of an Eastside Arts District to support the primary goal of combatting the loss of artist production space, and include: i. Determining district boundaries and scale; ii. Identifying resources, stakeholders and partners; iii. Considerations around land use policy and regulatory frameworks; iv. Look for potential sources of long term funding, programming and sustainability, including but not limited to incentives, density bonusing and partnerships. C. THAT this Declaration and Strategy be developed in conjunction with existent and ongoing work on the Vancouver Plan, Making Spaces for Arts and Culture, Employment Lands and .....	Request to Staff	Clir, Pale Fry	s.13(1)		Report	s.13(1)	City Council	Alix Sales	No	ACCS	Arts & Culture
<u>013761</u>	Discriminatory Covenants, Language and Encumbrances on Vancouver Land Titles	B. THAT Council direct staff to report back on past and current actions the City of Vancouver has taken to address the question of discriminatory covenants and language reported in land titles for properties within the boundaries of the City of Vancouver, and to identify and bring forward recommendations for any additional work that should be taken including working with the Land Title and Survey Authority of BC to explore options to systematically and proactively identify and strike discriminatory covenants and language from Vancouver land titles (including appropriate indications on original / historical documents that a discriminatory covenant or encumbrance has been cancelled as per Section 222 of the Land Title Act).	Request to Staff	Clir, Sarah Kirby-Yung	s.13(1)		Report	s.13(1)		Francis Connell	No	LAW	Community Planning
<u>013753</u>	Report Back on Car Sharing Parking Policy Changes	"FURTHER THAT Council direct staff to report back on the initial outcomes of these car sharing parking policy changes in fall 2020 as part of the strategy to achieve Big Move #2 (Safe and convenient active transportation and transit) and Big Move #3 (Pollution free cars, trucks and buses) of the Climate Emergency Response."	Request to Staff	Report Recommendation	s.13(1)		Report	s.13(1)		Chris Darwent	No	ENG	Greenest City
<u>013535</u>	Rental Incentives - Report - Add Def and Commercial Policy	C. THAT Council direct staff to prepare a report for consideration for referral to a public hearing proposing amendments to the Zoning and Development By-law to add a definition of "residential rental tenure" in Section 2 and to limit residential dwelling units in new buildings above 4 storeys to 100% residential rental tenure in the C-2, C-2B, C-2C, and C-2C1 zoning districts generally as shown on the map in Appendix C of the Report dated November 15, 2019, entitled "Rental Incentives Review Phase II Report Back"; AND FURTHER THAT Council direct staff to report back on a commercial replacement policy that could include incentives for landlords to provide units at non-market rates, first right of refusal and to provide commercial tenants with the same or similar rent on return.	Request to Staff	Clir, Michael Wiebe			Referral Report			Dan Garrison	No	PDS	Housing

Report #	Subject	Description	Status	Requested By	Comment	Comment (to Council)	Report Type	Due Date	Meeting Type	Assigned to	In Camtasia	Service Group	Council Theme
013504	Report Back - Exploring a More Robust Policy Framework Relating to the Sale and Promotion of Vaping Products	A. THAT Council direct staff to explore various regulatory measures and actions within the City's jurisdictional powers, either through the Vancouver Charter or other relevant legislation, as a step toward the establishment of a more robust policy framework relating to the sale and promotion of vaping products in Vancouver, and for staff to report back to Council before the end of Q1 in 2020 with recommendations and options for Council's consideration including (but not limited to) - see recommendation for more details  D. THAT Council direct staff to communicate with their staff counterparts at the Vancouver School Board, the Vancouver Park Board, and Vancouver Coastal Health to offer support for any initiatives they may undertake or be undertaking in relation to vaping and vape products. FURTHER THAT staff report back to Council on any initiatives that the Vancouver School Board, the Vancouver Park Board, and/or Vancouver Coastal Health may be contemplating in relation to vaping.	Request to Staff	Clr. Rebecca Bligh	s.13(1)		Report	s.13(1)	City Council	Kathryn Holm	No	DBL	Healthy City
013422	REPORT BACK - Special Events Policy Framework	See page 8 of minutes from Regular Council meeting September 10, 2019. F and G are in addition to report recommendations.	Request to Staff	Report Recommendation			Referral Report		City Council	Margaret Wittgens	No	ENG	Arts & Culture
013363	Revisiting the Random Ballot for Equity's Sake	A. THAT Council direct staff to engage with appropriate Resident Advisory Committees for their feedback on the use of an alphabetical vs random order ballot as permitted by Sections 78 and 79 of the Vancouver Charter, including the Racial and Ethno-Cultural Equity Advisory Committee, Urban Indigenous People's Advisory Committee, Persons with Disabilities Advisory Committee, and Seniors Advisory Committee, with the goal of identifying a ballot that achieves equity and effectiveness. FURTHER THAT such review include consideration of ease and clarity of alphabetical vs random ballot types, as well as the benefits and drawbacks of strategies such as numbering candidates on a randomized ballot, or having multiple randomized lots of ballots vs just one random version. B. THAT staff report back to Council by Q2 2020 with Committee feedback and recommendations related to whether or not to return to an alphabetically ordered ballot for the next Vancouver municipal election or retain a...	Request to Staff	Clr. Sarah Kirby-Yung			Report		City Council	Rosemary Haglwara	No	CMO	City Administration
013021	REPORT BACK - Arbutus to UBC SkyTrain Design Development	Report Recommendation approved at PSP Jan 30/19 Report title: Rapid Transit from Arbutus Street to UBC Link to final motion as approved in minutes (page 6) <a href="https://council.vancouver.ca/20190130/documents/pspc2-0180130mfn.pdf">https://council.vancouver.ca/20190130/documents/pspc2-0180130mfn.pdf</a> Recommendations B, E, H & I	Request to Staff	Report Recommendation			Report		City Council	Steve Brown	No	ENG	Transportation

Report #	Subject	Description	Status	Reviewed By	Comment	Committee to Council	Report Type	Due Date	Meeting Type	Assigned to	In-Camera	Service Group	Council Theme
013533	Employment Lands & Economy Review - Update on Phase 1 and Next Steps	THAT Council receive this project update report and initial list of economic and employment lands challenges and opportunities and direct staff to continue engagement with the Vancouver Economic Commission (VEC), stakeholders, the public, and others, including integration into the Vancouver Plan engagement processes, to identify high level policy directions and report back to Council in mid-2020 in parallel with the Vancouver Plan report back on challenges and principles.	Request to Staff	Report Recommendation	s.13(1)		Report	s.13(1)	Standing Committee on City Finance and Services	Matthew Bourke / Chris Robertson	No	PDS	Economic Development
013051	REPORT BACK - 800 Robson Plaza - Investment Partners	Report Recommendation approved at CFS Feb 13/19 - Report title: 800 Robson Plaza Update RTS 12046 Link to final motion as approved in minutes (page 6) - C: <a href="https://council.vancouver.ca/20190213/documents/cfsc20190213min.pdf">https://council.vancouver.ca/20190213/documents/cfsc20190213min.pdf</a>	Request to Staff	Report Recommendation			Report		Standing Committee on City Finance and Services	Margaret Willems	No	ENG	City Finance
013854	Original Low Carbon Reasoning - Condition for Occupancy of Children's and Women's Hospital	B. THAT Council direct staff to work with the Provincial Health Services Authority, and other organizations as may be appropriate, to include deep carbon reduction options within future business case development and energy planning activities for the Children's and Women's Health Centre.	Request to Staff	Report Recommendation			Report		Standing Committee on Policy and Strategic Priorit	Patrick Enright	No	PDS	Greenest City
013853	Climate Emergency Requirements for New Housing 3-Storers and Under	C. THAT Council instruct staff to develop recommendations to complement the climate and energy efficiency requirements in A above to ensure that useable space inside a new home is not reduced as a result of the increased soffit needed for zero emission mechanical equipment, and interior height is not reduced as a result of the roof thickness required for additional insulation in typical assemblies.  D. That Council direct staff to work with Vancouver Heritage Foundation and stakeholders to update the Bulletin 2014-2017 "Conservation of Heritage Buildings and Compliance with Vancouver's Building By-law", to ensure that there is flexibility in the requirements, for modest renovations and additions for heritage and character homes that achieve retention goals, enabling approaches that are compatible with a historic building.	Request to Staff	Cllr. Colleen Hardwick			Report		Standing Committee on Policy and Strategic Priorit	Chris Higgins	No	PDS	Housing



Item #	Subject	Description	Status	Requested By	Comment	Comment to Council	Report Type	Due Date	Meeting Type	Assigned to	In-Camera	Service Group	Council Theme
<u>013319</u>	Celebrating Italian Culture: Welcome Signage in Little Italy and a Pilot Program for an Italian Piazza in Vancouver	<p>A. THAT Council direct staff to work with the Italian community to explore the creation of an age-friendly "Piazza" pilot space in Vancouver, that includes local artisans, restaurateurs, proprietors and vendors and would allow for community-led events in a designated outdoor space that also would include the responsible enjoyment of beer, wine and "aperitivos" along with food, and if possible, to be implemented before the end of June 2020.</p> <p>B. THAT Council direct staff to engage and invite stakeholders to participate in the process including, but not limited to: Il Centro (the Italian Cultural Centre), Italian Day Festival Society, Commercial Drive Business Society, Italian Chamber of Commerce in Canada WEST, Vancouver Public Space Network, Britannia Centre, Viva Vancouver and the Vancouver Police Department.</p> <p>C. THAT Council affirm support for artistic signage that is in character with Italian heritage, and if possible similar to an arch, marking the north, south and possibly...</p>	Request to Staff	Cllr. Melissa De Genova	s.13(1)		Information Request	s.13(1)	Information Only	Margaret Wittgens	No	ENG	Arts & Culture
<u>013716</u>	Memo - Designation of Burrard Inlet as a Strictly Enforced Non-Discharge Zone for Boating Sewage	Memo that discusses if it is feasible to designate the Burrard Inlet as a strictly enforced non-discharge zone for boating sewage, which was previously affirmed by Council in 2015.	Request to Staff	Cllr. Michael Wiebe			Information Request		Information Only	Margot Davis	No	REFM	Greenest City
<u>013821</u>	Safety for Residents with Precarious Status: Delivering Access without Fear	<p>Relates to RTS 13815, 13819 and 13820.</p> <p>H. THAT Council direct the Mayor to write to the federal Minister of Public Safety by April 15th to share the motion entitled, "Safety for Residents with Precarious Status: Delivering Access without Fear", to outline the impacts of the August CBSA raid for Vancouver's communities, and to ask that the CBSA revisit its investigation practices, particularly when there is no public safety risk and when working with racialized, marginalized, or vulnerable communities and to prioritize regularization of immigration status over deportation.</p>	Mayor's Office	Cllr. Christine Boyle			Mayor's Office		Mayor's Office	Lorraine Sebastian	No	Mayor's Office	Safe City
<u>013820</u>	Safety for Residents with Precarious Status: Delivering Access without Fear	<p>Relates to RTS 13815, 13819 and 13821.</p> <p>G. THAT Council direct the Mayor to write to BC's Premier, Attorney General, and Ministers of Education, Health, and Labour to share the motion entitled, "Safety for Residents with Precarious Status: Delivering Access without Fear", to outline the impacts of the August CBSA raid for Vancouver's communities, reviewing their role in enabling the August CBSA raid and taking steps to prevent similar situations in the future, to ask that the province join the City of Vancouver and other municipalities by developing access without fear policies with an emphasis on healthcare, education, and employment standards.</p>	Mayor's Office	Cllr. Christine Boyle			Mayor's Office		Mayor's Office	Lorraine Sebastian	No	Mayor's Office	Safe City
<u>013819</u>	Safety for Residents with Precarious Status: Delivering Access without Fear	<p>Relates to RTS 13815, 13820 and 13821.</p> <p>F. THAT Council direct the Mayor to write to the Vancouver Police Board, VPD's Chief Constable, and VPD's senior management to share the motion entitled, "Safety for Residents with Precarious Status: Delivering Access without Fear", for their review and feedback.</p>	Mayor's Office	Cllr. Christine Boyle			Mayor's Office		Mayor's Office	Lorraine Sebastian	No	Mayor's Office	Safe City
<u>013818</u>	Safety for Residents with Precarious Status: Delivering Access without Fear	<p>Relates to RTS 13815, 13820 and 13821.</p> <p>E. THAT Council direct the Mayor to write to BC Housing to urge them to require that access to shelters and housing is not dependent on immigration status and that they maintain privacy of information related to access without fear policies.</p>	Mayor's Office	Cllr. Christine Boyle			Mayor's Office		Mayor's Office	Lorraine Sebastian	No	Mayor's Office	Safe City

Report#	Subject	Description	Status	Requested By	Comment	Comment (to Council)	Report Type	Due Date	Meeting Type	Assigned to	Committee	Service Group	Council Theme
<u>013805</u>	Water and Washrooms as a Human Right	Relates to RTS 13805 D. THAT Council direct the Mayor to write to the Provincial Government advocating that they enshrine the human right to water and sanitation in provincial law, and advocate that the province stop issuing licenses to extract groundwater for commercial water bottling and/or for bulk water exports.	Mayor's Office	Cllr. Christine Boyle	s 13(1)		Mayor's Office	s 13(1)	Mayor's Office	Lorraine Sebastian No	Mayor's Office	Healthy City	
<u>013806</u>	Water and Washrooms as a Human Right	Relates to RTS 13806 C. THAT Council direct the Mayor to write to the Federal Government advocating that they enshrine the human right to water and sanitation in federal law, and advocating that they fulfill their responsibility to support municipal infrastructure by investing in a national water and wastewater infrastructure fund that would address the growing need to renew existing water and wastewater infrastructure and build new systems, and further advocating that public infrastructure funding only fund public projects.	Mayor's Office	Cllr. Christine Boyle			Mayor's Office		Mayor's Office	Lorraine Sebastian No	Mayor's Office	Healthy City	
<u>013800</u>	Taking Steps Toward a National Cost-Shared Universal Healthy School Food Program	Related to RTS 13799 B. THAT Vancouver City Council call on the Provincial Government to commit to an universal, cost-shared, healthy school food program for all K-12 students in BC, including an invitation to all parties represented in the Provincial Legislature to support a universal, cost-shared, healthy school food program, and to work with local non-profits and school communities to pilot and implement a flexible program that respects local conditions and food cultures, while promoting positive health and education outcomes;  FURTHER THAT Council direct the Mayor, on behalf of Council, to write to the Premier and the Provincial Ministers responsible for school food, namely the Ministers of Education, Health, and Agriculture, to advise them of Council's endorsement and strong, ongoing support for an universal, cost-shared, healthy school food program for all K-12 students in BC, including a reference to the ...	Mayor's Office	Cllr. Rebecca Bligh			Mayor's Office		Mayor's Office	Lorraine Sebastian No	Mayor's Office	Healthy City	
<u>013799</u>	Taking Steps Toward a National Cost-Shared Universal Healthy School Food Program	Related to RTS 13800 A. THAT Vancouver City Council direct the Mayor, on behalf of Council, to write to the Prime Minister of Canada to encourage the Government of Canada to make the creation of a Cost-Shared Universal Healthy School Food Program a top priority for the national agenda of the 43rd Parliament in 2020, consistent with the leadership already shown by the Government of Canada in working to create a national food policy, with copies of the letter sent to the Premier of British Columbia and the Provincial Ministers responsible for school food, namely the Ministers of Education, Health, and Agriculture;  FURTHER THAT Council's letter to the Prime Minister should reference the City and Council's strong support for the Federal Government to work with the Provinces, Territories, Indigenous communities, and non-profit groups to create a Cost-Shared Universal Healthy School Food Program that ensures all school children learn basic food skills and have access...	Mayor's Office	Cllr. Rebecca Bligh			Mayor's Office		Mayor's Office	Lorraine Sebastian No	Mayor's Office	Healthy City	
<u>013794</u>	Letter - Split Assessment through a Commercial Sub-Class	H. THAT Council ask the Mayor to write to the Premier, Minister of Municipal Affairs and Housing, and Minister of Finance, with a copy to BC Assessment and the Metro Vancouver municipalities of Burnaby, Coquitlam, Richmond, North Vancouver, Surrey and West Vancouver to request the Province to work with municipalities to establish a pathway and action plan over the next calendar year to implement "Split Assessment through a Commercial Sub-class" for 2021.	Mayor's Office	Cllr. Melissa De Genova			Mayor's Office		Mayor's Office	Lorraine Sebastian No	Mayor's Office	City Finances	

Report #	Subject	Description	Status	Requested By	Comment	Comment to Council	Report Type	Due Date	Meeting Type	Assigned to	In-Camera	Service Group	Council Theme
013777	Universal No-Cost Coverage of Prescription Contraception	THEREFORE BE IT RESOLVED THAT Council directs the Mayor to urge the Provincial Government to make all prescription contraception in BC available at no cost under the Medical Services Plan.	Mayor's Office	Clt. Jean Swanson	s.13(1)		Mayor's Office	s.13(1)	Mayor's Office	Lorraine Sebastian No		Mayor's Office	Healthy City
013426	Report Back: Culture/Shift - Integration of 10 Year Targets	Staff to integrate the 10 year city-wide targets for affordable arts & cultural spaces & priorities, into policy, public benefit strategies & the city-wide plan, & report back to Council on the delivery & financial strategy... by Fall of 2020.	Request to Staff	Report Recommendation			Presentable		City Council	Branislav Henselmann	No	ACCS	Arts & Culture
013826	Providing Free Menstrual Products in City of Vancouver Civic Facilities Washrooms	A. THAT Council direct staff to explore a plan for providing free menstrual products in civic facilities ensuring no one person will feel stigmatized in accessing the products as needed.  B. THAT Council direct staff to consider funding initiatives including, but not limited to, partnerships with manufacturers of menstrual products, non-profit organizations and funding available from senior governments.  C. THAT staff report back to Council on A and B above with any recommendations on or before Q4 2020.	Request to Staff	Clt. Melissa De Genova			Report		Standing Committee on Policy and Strategic Priorit	Paul Hsu	No	REFM	Cleanest City
013460	Adapting to Provincial Legislative Changes Related to Pass.	A. THAT Council approve the street management policies that support the introduction of ride-hailing vehicles and continue to support the operation of taxis and limousines in Vancouver as outlined in the Policy Report dated June 24, 2019, entitled "Adapting to Provincial Legislative Changes Related to Passenger Directed Vehicles". B. THAT Council approve the business licensing policies that support the introduction of ride-hailing vehicles and continue to support the operation of taxis and limousines in Vancouver as outlined in the Policy Report dated June 24, 2019, entitled "Adapting to Provincial Legislative Changes Related to Passenger Directed Vehicles". FURTHER THAT Council direct staff to work with the Province of BC on a Transportation Network Systems Accessibility Plan that ensures that all citizens have equal and safe access to publically available transportation including data on legislative impacts, accessibility incentives, transparent use of provincial dls... C to K...	Request to Staff	Clt. Michael Wiebe			Report		Standing Committee on Policy and Strategic Priorit	Cornelia Sussmann	No	DBL	Transportation
013626	City of Vancouver Responsible Divestment from Fossil Fuels	Relates to RTS 13627, 13628, 13629 A. A plan that includes defining divestment, options and timelines for how the City could fully divest from fossil fuels, building on divestment measures taken to date as well as leading practices related to fossil fuel free investment portfolios. B. Opportunities to continue to engage the Municipal Finance Authority to create a fossil fuel free fund that would enable other B.C. municipalities to invest in such a fund. C. Bringing a motion to Council for the 2020 meetings of the Lower Mainland Local Government Association and the Union of B.C. Municipalities (UBCM) to re-examine the 2016 UBCM Primer on Fossil Fuel Divestment and the Municipal Pension Plan report, in light of globally changing investment and divestment strategies. D. Evaluating the benefit and costs of the City and Vancouver Economic Commission participating on the C40 Invest/Divest forum, including attending its March 2020 workshop.	Pending	Clt. Adriana Car			Report		City Council	Patrice Impey	No	FRS	Greenest City



Report #	Subject	Description	Status	Requested By	Comments	Comments to Council	Report Type	Due Date	Meeting Type	Assigned to	Camera	Service Group	Council Theme
013304	Eliminating Generators: Greening Vancouver's Film and Food Truck Industries	THEREFORE BE IT RESOLVED THAT City Council direct staff to work with the film industry to develop a plan that quickly reduces and aims to completely eliminate the use of generators for filming, events and food trucks in Vancouver. Components of the plan should include opportunities and challenges to obtaining electrical power to needed areas; Prioritizing high use filming locations for electricity power drops; Coordinating with the City's Electric Vehicle Ecosystem Strategy; establish actions that facilitate the city meetings its GHG reduction goals; pursue street closures policies to reduce diesel generators needed; working with Vancouver Park Board to participate; encourages Vancouver School Board to enact similar plan; create financing plan that leverages revenue opportunities from film industry; identify City policies that need to be updated; work with film industry to determine what actions are needed to brand Vancouver as the Greenest Film Production Centre in the world...	Request to Staff	Cllr. Adriane Carr	s.13(1)		Report	s.13(1)	City Council	Margaret Wittgens	No	ENG	Greenest City
013203	REPORT BACK - Deep Emission Retrofit Strategy	Report Recommendations/Councillor Carr D. THAT staff develop and report back in 2020 on a Deep Emission Retrofit Strategy for existing buildings to achieve the City's 2030 and 2050 carbon reduction targets.	Request to Staff	Cllr. Adriane Carr			Report		City Council	Sean Pander	No	PDS	Greenest City
013611	Report Back on Review of Fairness and Effectiveness of the Empty Homes Tax	THAT Council direct staff to further explore:  E ... the creation of new category of residential property under Vacancy Tax By-Law for split-class buildings where residential portion of buildings is classed as class 1 residential and designated as Single Room Accommodation ("SRA-designated") under the SRA By-law, and report back to Council on potential amendment to the Vacancy Tax By-law in a future report back on the SRA By-law.  F ... creation of new category of residential property under Vacancy Tax By-Law for split-class property where residential portion of property is classed as class 1 residential which includes improvement over land, and the remaining portion of the property is classed as class 8 recreation/non-profit which includes, in whole or in part, some form of community garden or public park space, and report back to Council on potential amendment to Vacancy Tax By-law.  H ... and report back on options to enhance the clarity and transparency of EHT info on COV website.	Request to Staff	Report Recommendation			Report		Standing Committee on City Finance and Services	Marina Marzin	No	FRS	City Finances

Report #	Subject	Description	Status	Requested By	Comment	Comment to Council	Report Type	Date	Meeting Type	Assigned to	In-Council	Service Groups	Council Theme
013826	Rewriting Vancouver Ecosystem Restoration Action Plan 2030	<p>THEREFORE BE IT RESOLVED THAT Council direct staff to report back by fall 2020, in conjunction with the report back from staff on Big Move 5: Restored forests and coasts, with a scope of work for the development of a 10-year Ecosystems Restoration Action Plan that:</p> <p>i. Incorporates all relevant ongoing City of Vancouver strategies into one Action Plan including, the Greenest City 2020 Action Plan 2.0, the Urban Forest Strategy, the Raincity Strategy, the Vancouver Bird Strategy, the Watershed Revival Plan, the Healthy City Strategy, and Big Move 6 (Restored forests and coasts) from the Climate Emergency Action Plan;</p> <p>ii. Includes a commitment for Vancouver to work towards being certified as a "Salmon-Safe" city;</p> <p>iii. Includes a commitment for Vancouver to work towards being certified as a Bird City;</p> <p>iv. Includes the creation of a natural asset management plan;</p> <p>v. Will be incorporated as part of the Vancouver Plan; and</p> <p>vi. Supports a regional ecosystem advisory council that</p>	Request to Staff	Cllr. Michael Wiebe	s.13(1)		Report	s.13(1)	City Council	Doug Smith	No	PDS	Greenest City
013837	Aligning the Healthy City Strategy with the UN Sustainable Development Goals	<p>B.THAT Council direct staff to review and report back on the possibility of adopting the 2030 target for the preceding goals so as to be in line with the United Nations 2030 Agenda for Sustainable Development.</p> <p>C.THAT Council direct staff to report back on opportunities for the City of Vancouver to benefit from, and contribute to, the ongoing work by the Division for Sustainable Development Goals (DSDG) in the United Nations Department of Economic and Social Affairs (UNDESA).</p>	Request to Staff	Cllr. Pete Fry			Report		City Council	Mary Clare Zak	No	PDS	Greenest City
013189	REPORT BACK - Climate Emergency Response - "Big Moves"	Amended Report Recommendations from CFS Apr 24&29, 2019. Report back by fall 2020 on Big Moves related to the Climate Emergency Response presented to Council	Request to Staff	Report Recommendation			Report		City Council	Doug Smith	No	PDS	Greenest City

Report #	Subject	Description	Status	Requested By	Comment	Comment to Council	Report Type	Due Date	Meeting Type	Assigned to	In Chair	Service Group	Council Team
013804	Water and Washrooms as a Human Right	B. THAT Council direct staff to prepare a report on the necessary policy and by-law amendments required to align city services with a human rights centric approach to water and sanitation services. Such a report should pay particular attention to:  a. Applying a human rights framework to its application of applicable by laws;  b. Providing an update on Council's 2009 ban on the sale of bottled water in municipal facilities and events, and a plan to phase out the sale of bottled water, while increasing the availability of public water fountains and water bottle filling stations;  c. Improving public access to washroom facilities, including advocating for universally accessible washroom facilities in transit hubs and high-foot traffic areas, and improved wayfinding signage and digital mapping;  d. Considering relevant safety and accessibility concerns for Vancouver residents most vulnerable to the opioid crisis;  e. How this work...	Request to Staff	Cllr. Christine Boyle	s.13(1)		Report	s.13(1)	Standing Committee on Policy and Strategic Priorit	Daniel Roberge	No	ENG	Healthy City
013802	Taking Steps Toward a National Cost-Shared Universal Healthy School Food Program	Relates to RTS 13801  E. THAT Vancouver City Council direct staff to report back with the next update of the Healthy City Strategy with recommendations of ways in which the City and City staff could work with their respective counterparts in other B.C. municipalities in order to share data that may be relevant to food matters and to support each other in advocacy efforts toward a universal, cost-shared, healthy school food program.	Request to Staff	Cllr. Rebecca Bligh			Report		Standing Committee on Policy and Strategic Priorit	Sandra Singh	No	ACCS	Healthy City
013801	Taking Steps Toward a National Cost-Shared Universal Healthy School Food Program	Relates to RTS 13802  C. THAT Vancouver City Council direct staff to report back to Council, prior to the 2021 City of Vancouver Budget deliberations, regarding the status of, and funding requirements of, the Vancouver School District's existing food program(s) for the 2021/22 school year;  FURTHER THAT Council direct staff to convey Council's support and encouragement to the School District for the creation of its "holistic 10 Year Vision and Food Framework" and to note the opportunity for the City and the School District to explore potential partnerships and alignments on shared objectives relating to food, food security, and the fostering of healthy communities within the city in the larger context of an anticipated Universal Healthy School Food Program.	Request to Staff	Cllr. Rebecca Bligh			Report		Standing Committee on Policy and Strategic Priorit	Sandra Singh	No	ACCS	Healthy City
013543	Rental Incentives – Further Opportunities for Mass timber	N. THAT Council direct staff to report back with recommendations to urgently address the climate emergency through removal of barriers to encourage low carbon rental housing development, including: • Further opportunities to amend City by-laws, policies, and guidelines to remove barriers and encourage mass timber development in appropriate locations, by Q4 2020.	Request to Staff	Report Recommendation			Report		City Council	Dan Garrison	No	PDS	Housing
013540	Rental Incentives - Referral - Extend Rental Replacement	K. THAT Council instruct staff to prepare a report for consideration for referral to public hearing to amend the Rental Housing Stock Official Development Plan to extend rental replacement requirements to C-2, C-2C, C-2S and C-2S-1 zoning districts city-wide.	Request to Staff	Cllr. Jean Swanson			Report		City Council	Dan Garrison	No	PDS	Housing



Report #	Subject	Description	Status	Requested By	Comments	Comment to Council	Report Type	Due Date	Meeting Type	Assigned to	In-Camera	Service Group	Council Group
013832	Safety for Residents with Precarious Status: Delivering Access without Fear	<p>Relates to RTS 13831</p> <p>D. THAT Council direct staff to explore and report back by the end of 2020 with a budget and timeline for options to strengthen the Access to City Services Without Fear (ACSWF) policy and guidelines in 2021, including identifying and recommending any necessary or additional resources, such as staffing or additional funding for new initiatives. In order to fully implement or strengthen the ACSWF policy and to adopt best practices from sanctuary cities (e.g. providing City ID cards, legal advice, etc.).</p> <p>I. Amending City of Vancouver grant eligibility requirements to read: "be accommodating, welcoming and open to people of all . . . migration status, and socio-economic conditions, in their policies, practices and programs";</p> <p>II. Mandating migrant rights training for staff as part of the business licence approval process;</p> <p>III. Inviting input from relevant advisory committees; and</p> <p>iv. Requiring City-funded programs to ensure that access is not dependent on ...</p>	Request to Staff	Cllr. Christine Boyle	s.13(1)		Report	s.13(1)	standing Committee on City Finance and Services	Sandra Singh	No	ACCS	Safe City
013827	Supporting Gender Equity and Diversity in Vancouver City Council	<p>THEREFORE BE IT RESOLVED THAT Council direct staff in the City Clerk's Office to establish an annual Gender, Diversity, and Intersectional Audit to examine how Vancouver City Council operates, and make recommendations for policy, bylaw, and convention changes to promote gender, diversity, and intersectional equity in Vancouver City Council including examining:</p> <ul style="list-style-type: none"> <li>- Descriptive statistics, including the volunteer reporting of gender identity, diversity, and intersectional representation amongst election candidates, elected members of council, non-elected support staff, and advisory bodies;</li> <li>- Infrastructure currently in place to support council members and staff with their work including building layouts and furnishings, access to childcare, safe spaces, inclusive artwork, chamber floor permissions, night sittings, parental leave, proxy voting, video conferencing, electronic voting, and washroom inclusivity and accessibility;</li> <li>- Policies...</li> </ul>	Request to Staff	Mayor Stewart			Report		City Council	Resamary Hagiwara	No	DMO - CC	City Administration
013797	Public Amenities and Equity in DCL-Walver and Rental Re-Zoning Hot-Zones	<p>Related to RTS 13795</p> <p>E. THAT Council direct staff to report back on a strategy whereby Community Amenity Contributions (CACs)-exempt/ Development Cost Levies (DCLs)-waived hot zones could be considered for a timely, targeted public benefit strategy, notwithstanding the city-wide DCL policy or four-year capital planning exercises, and that this strategy:</p> <p>a. be done in such a way as to inform the Vancouver Plan process; and</p> <p>b. be inclusive of but not limited to public engagement, the public hearing process, and consider the participatory budget process should council chose to continue with this pilot.</p>	Request to Staff	Cllr. Pete Fry			Report		City Council	Chris Clibborn	No	PDS	Community Planning



Report #	Subject	Description	Status	Requested By	Comment	Communique to Council	Report Type	Due Date	Meeting Type	Assigned to	In-Camera	Service Group	Council Theme
013795	Public Amenities and Equity in DCL-Waiver and Rental Re-Zoning Hot-Zones	Related to RTS 13797 C. THAT Council direct staff to map the list of waivers/exemptions relative to demonstrated and projected public benefit needs, in order to further illustrate where waivers occur in the city relative to where benefits may be needed as part the next (2021) Annual Report on Development Cost Levies (DCLs). D. THAT Council direct staff to begin as soon as possible or by Q1 2021 on all new applications receiving Community Amenity Contributions (CACs) exemption or Development Cost Levies (DCLs) waivers, including in writing with any report/recommendation the specific documentation of: a. the extent of nearby growth and projected growth, other proximate projects receiving exemptions or waivers; b. any identified public benefit needs as applicable, including but not limited to parks, traffic-calming, infrastructure, and placemaking; and c. any ...	Request to Staff	Cllr. Pete Fry	s.13(1)		Report	s.13(1)	City Council	Chris Olobon	No	PDS	City Administration
013793	Cultural Spaces Rent Bank	B. THAT Council direct staff to explore the creation of a Cultural Spaces Rent Bank, modeled after the Vancouver Rent Bank, in order to protect precarious cultural spaces by making short term or bridge-funding loans available to qualified applicants, with the following considerations: i) How to screen applicants and operationalize loan repayments; ii) Lending criteria and limits; iii) Legal Considerations; iv) Terms and Conditions of loans, repayments and surety as applicable; v) Seed capital for lending pool, including but not limited to remainder from 2019 Innovation Fund; vi) Potential partnerships for capital and operations; and vii) Value for money. C. THAT Council direct staff to report back as soon as possible with recommendations for a cultural spaces rent bank and in the context of other work related to implementing Making Space for Arts and Culture. D. THAT Council direct staff...	Request to Staff	Cllr. Pete Fry			Report		City Council	Franklav Henselmann	No	ACCS	Arts & Culture
013678	Community Amenity Contributions (CAC) Policy Update	Relates to RTS 13676 and 13677 E. THAT Council direct staff to report back on a city-wide CAC allocation strategy following public engagement on the Vancouver Plan and the completion of the City's 10-year Capital Strategic Outlook.	Request to Staff	Report Recommendation			Report		City Council	Chris Robertson	No	PDS	City Finances
013544	Rental Incentives - Monitor the DCL Waivers	O. THAT Council direct staff to monitor the DCL waivers, the results and the effectiveness of the new rental incentives and Moderate Income Rental Housing Pilot Program, including the number of new rental units, their sizes and affordability, and to what degree they are achieving the "right supply" of rental housing especially for renter households with annual incomes below \$50,000, and report back preliminary findings in 2021.	Request to Staff	Cllr. Adriane Car			Report		City Council	Den Garrison	No	PDS	Housing
013486	REPORT BACK - False Creek to Fraser River Blueways	"...provide an update on the opportunities assessment undertaken for the False Creek to Fraser River Blueway by the end of Q3 2021."	Request to Staff	Report Recommendation			Report		City Council	Jimmy Zammar	No	ENG	Greenest City

Report #	Subject	Description	Status	Requested By	Comment	Comment to Council	Report Type	Due Date	Meeting Type	Assigned to	In-Camera	Service Group	Council Theme
013507	Increasing Access for Emergency Services: Examining How the City of Vancouver Can Increase Access to Streets and Rental Multi-Residential Buildings for All Emergency Services	<p>A. THAT Council direct staff to explore options available to the City of Vancouver to increase access and/or require new multi-family residential buildings to grant access to all Emergency Services in emergency circumstances.</p> <p>B. THAT Council direct staff to consider ways to encourage existing strata and rental buildings to opt into programs allowing access to all emergency services in Vancouver.</p> <p>C. THAT staff report back to Council with possible recommendations as soon as possible, and no later than Q4 2021.</p> <p>Also, include in the report back, an update on the motion passed at the Regular Council meeting on July 24, 2012, Item 2 - Building By-law Review: Emergency Services Access, moved by Cllr. Louie.</p>	Request to Staff	Cllr. Melissa De Genova	s.13(1)		Report	s.13(1)	Standing Committee on City Finance and Services	Gli Kelley	No	PCS	Safe City
013535	Rental Incentives Report back - Rental Opp in RS and RT	<p>THAT Council approve the amended Secured Rental Policy, generally as contained in Appendix A of the Report dated November 15, 2016, entitled "Rental Incentives Review Phase II Report Back", with the sections proposing rental opportunities in RS and RT (Section 2.4 and Table 2 of the above-noted report), to proceed as a pilot on a time-limited basis with applications to be accepted until June 30, 2022, unless otherwise directed by Council;</p> <p>FURTHER THAT staff report back to Council at that time with further recommendations, either as a stand-alone report or as part of the Vancouver Plan process.</p>	Request to Staff	Cllr. Adriane Carr			Report		City Council	Dan Garrison	No	PDS	Housing

Report#	Subject	Description	Status	Comment	Comment to Council	Report Type	Date Received	Due Date	Meeting Type	Assigned to	In-Camera	Service Group	Council Priority
013646	Working Together: City of Vancouver 2019 Budget Committee	<p>A. THAT Council appoint a committee (to be called the Budget 2019 Committee) of no more than five Council members, including the Mayor, allowing no more than one Council member from the four political parties or elector organizations represented on Council; the Director of Finance and the City Manager to meet and discuss the budget outlook and give feedback to Council so as to assist Council in its budget deliberations.</p> <p>B. THAT Council approve the general Terms of Reference for the Budget 2019 Committee outlined below:</p> <p>BUDGET 2019 COMMITTEE</p> <p>TERMS OF REFERENCE</p> <p>To provide in-depth feedback to Council and assist Council with the process of finalizing and approving the 2019 budget.</p> <p>COMMITTEE MEMBERS:</p> <ul style="list-style-type: none"> <li>• The Mayor</li> <li>• A maximum of four Councillors, with no more than one Councillor from each political party and/or elector organization</li> <li>• The Director of Finance</li> <li>• The City Manager</li> <li>• Other staff members, as may be appointed by the City Manager.</li> </ul> <p>CHAIR:</p> <p>---</p>	Request to Staff	s 13(1)		Information Request	s.13(1)		Information Only	Patrice Impey	No	FRS	City Finances
013033	Weddings at Vancouver City Hall	<p>Council directs staff to:</p> <ul style="list-style-type: none"> <li>• explore the possibility of offering City Hall as a venue for weddings and civil ceremonies at and on the grounds of City Hall;</li> <li>• consider the structure City Halls across Canada practice in providing a venue for marriage and in some cases, providing services including resources to obtain a marriage commissioner, officiant or the necessary documents required for marriage in BC;</li> <li>• report back to Council with recs, including any budget implications, and recommendations for the possibility of a pilot or trial program for holding weddings on set days of the year, or regularly at City Hall;</li> <li>• ensure the Council Chamber, Helens Guttridge Plaza and the garden at City Hall are considered as possible options for weddings in any recommendations to council;</li> <li>• report back to Council by December, 2019;</li> <li>• look at options to work with the digital strategy team and the Vancouver Park Board to streamline the process for booking a wedding at all civic venues.</li> </ul>	Request to Staff			Information Request			Information Only	Tobin Posma	No	CMO	City Administration
013663	Increasing Support for Councillors for Constituency Work and Responding to Public Concerns	<p>THEREFORE BE IT RESOLVED THAT to better serve public needs, each Councillor's discretionary fund be immediately increased from \$5,000 to \$30,000 per year; FURTHER THAT the source of funds for Councillors' discretionary expenses in 2019 shall be the budgeted contingency fund;</p> <p>AND FURTHER THAT this increase be reviewed during the next budgeting process.</p>	Request to Staff			Information Request			Information Only	Patrice Impey	No	FRS	City Finances
013014	REPORT BACK - Deterring and Preventing Money Laundering and the Business of Organized Crime in the City of Vancouver	<p>Cllr. de Genova's motion from Jan. 29/19</p> <p>Staff report back to Council with their findings and any recommendations by the end of Q4 2019 regarding Deterring and Preventing Money Laundering and the Business of Organized Crime in the City of Vancouver.</p>	Request to Staff			Information Request			Information Only	Patrice Impey	No	FRS	City Finances

Report #	Subject	Description	Status	Comment	Comment to Council	Report Type	Date Submitted	Due Date	Meeting Type	Assigned to	In-Camera	Service Group	Council Priority
013021	REPORT BACK - Arbutus to UBC SkyTrain Design Development	Report Recommendation approved at PSP Jan 30/18 Report title: Rapid Transit from Arbutus Street to UBC Link to final motion as approved in minutes (page 6) <a href="https://council.vancouver.ca/20180130/documents/pspc2_0180130min.pdf">https://council.vancouver.ca/20180130/documents/pspc2_0180130min.pdf</a> Recommendations B, E, H & I	Request to Staff	s.13(1)		Report	s.13(1)		City Council	Steve Brown	No	ENG	Transportation
013051	REPORT BACK - 800 Robson Plaza - Investment Partners	Report Recommendation approved at CFS Feb 13/19 Report title: 800 Robson Plaza Update RTS 12949 Link to final motion as approved in minutes (page 6) - C <a href="https://council.vancouver.ca/20190213/documents/cfs20190213min.pdf">https://council.vancouver.ca/20190213/documents/cfs20190213min.pdf</a>	Request to Staff			Report			Standing Committee on City Finance and Services	Margaret Wittgens	No	ENG	City Finances
013116	Future of the 420 Cannabis Protest	A. THAT Council support the Vancouver Park Board's request for assistance in finding an alternate venue for the 420 event. B. THAT Council direct staff to consult with 420 organizers and the public to identify an appropriate non-residential neighbourhood site where the 420 event could be held in future years, with due consideration of City by-laws. C. THAT Council direct staff to meet with 420 organizers and outline the City's by laws and policies for commercial activities and events, exploring how the organizers can move forward with their commercial activities in adherence with the City's by-law and policy requirements.	Request to Staff			Information Request			Information Only	Paul Mophie	No	CMO	Healthy City
013117	Declaring April 6th as Vancouver's Official Birthday	THAT Council direct staff to prepare a fulsome analysis of an appropriate date, location, and form of recognition to celebrate a Vancouver Day that considers the full historical context of Vancouver's incorporation and history with a reconciliation lens; including but not limited to the 1885 expropriation of lands around the traditional villages of Sen'á?w (aka Vanier Park) and X_wá?x_way (aka Stanley Park); and the collective experiences and histories of people of colour and immigrants who also helped to build our city. FURTHER THAT Council direct staff to report back by the end of Q3.	Request to Staff			Information Request			Information Only	Lesley Matthews	No	CMO	Community Planning
013123	Moving Forward with the West End Parking Management Strategy and Participatory Budgeting Process	THAT Council direct staff to report back via a memo in March 2020, to provide information including any impact the extension of reduced residential permit parking fees by West End residents may have on the greater availability of on street parking.  FURTHER THAT the memo summarize any feedback from West End residents regarding this amendment to the by-law, including complaints or inquiries suggesting the by-law is discriminatory to newer West End area residents who may be facing affordability challenges in the city of Vancouver.	Request to Staff			Information Request			Information Only	Chris Darwent	No	ENG	Transportation



Report #	Subject	Description	Status	Comment	Comment to Council	Report Type	Date Requested	Due Date	Making Type	Assigned to	Camera	Service Group	Council Priority
013825	Helping Campers in Oppenheimer Park	THEREFORE BE IT RESOLVED A.THAT Council direct staff to meet with BC Housing staff to continue to explore ways to fund temporary and/or permanent accommodations, with appropriate support services to house Oppenheimer Park Patrons. B.THAT the City work with Park Board staff to temporarily implement a warming station in Oppenheimer Park at other city owned land within close proximity. C.THAT the city work with Park Board staff and peer organizations to provide washroom facilities for park patrons including 24 hour access. D.THAT the City work with Park Board staff to explore options so that campers may securely keep their possessions. E.THAT the City and Park Board continue to communicate about other possible solutions to help and humanize homelessness. F.THAT Council direct staff to work with Vancouver Police Department and Vancouver Fire and Rescue Services and continue to consider their input on public safety, and specifically to .....	Request to Staff	s.13(1)		Information Request	s.13(1)		Information Only	Sandra Singh	No	ACCS	Healthy City
013138	Proactive Disclosure and Release of City Councilor Calendar	THEREFORE BE IT RESOLVED THAT Council direct staff to regularly and retroactively release the calendars of Vancouver City Councilors with such releases being done in accordance with the Freedom of Information and Protection of Privacy Act and, further that staff consult with the City's Corporate Security team regarding personal safety and security considerations prior to implementation. FURTHER THAT the calendars of Vancouver City Councilors shall be disclosed and released on a monthly basis upon implementation and in concert with the disclosure and release of the Mayor's calendar, with provisions for calendars to be removed or not disclosed, on an individual basis, if there are any recommendations by Corporate Security and/or the Vancouver Police Department to withhold public disclosure of a calendar based on concerns for an individual Council member's safety, the safety of their immediate family members, or the safety of their staff. AND FURTHER THAT Council direct staff to...	Pending			Information Request			Information Only	Barbara Van Praessen	No	CMO - CC	City Administration
013200	REPORT BACK- Climate Emergency Response- Accelerated Actions & GCAP Update	Amended Report Recommendations from CFS April 24&25, 2019 Report back by fall 2020 on Accelerated Actions related to the Climate Emergency Response presented to Council. Report to be combined with annual Greenest City Update.	Request to Staff			Report			City Council	Doug Smith	No	PDS	Greenest City
013203	REPORT BACK - Deep Emission Retrofit Strategy	Report Recommendations/Councillor Carr D. THAT staff develop and report back in 2020 on a Deep Emission Retrofit Strategy for existing buildings to achieve the City's 2030 and 2050 carbon reduction targets.	Request to Staff			Report			City Council	Sean Pander	No	PDS	Greenest City
013199	REPORT BACK - Climate Emergency Response - "Big Moves"	Amended Report Recommendations from CFS Apr 24&25, 2019. Report back by fall 2020 on Big Moves related to the Climate Emergency Response presented to Council	Request to Staff			Report			City Council	Doug Smith	No	PDS	Greenest City

Report ID	Subject	Description	Status	Comment	Comment to Council	Report Type	Date Received	Risk Date	Meeting Type	Assigned to	In Camera	Service Group	Council Priority
s.13(1), s.14													
013246	REPORT BACK - Gendered Intersectional Strategy	Report Recommendation approved at CFS May 29/19 Report title: Interim Report - Women's Equity and Trans, Gender Variant and 2-Spirit Inclusion Link to motion as approved (page 5) - C <a href="https://council.vancouver.ca/20190529/cfsr20190529eg.htm">https://council.vancouver.ca/20190529/cfsr20190529eg.htm</a>	Request to Staff	s.13(1)		Report	s.13(1)		City Council	Sandra Singh	No	ACCS	Healthy City
013284	Protecting Rental Housing Stock along Arterial Streets	THEREFORE BE IT RESOLVED THAT Council direct staff to investigate alternatives for best preserving rental housing stock in C-2, C-3A, and all RT zones, and to report back as soon as possible.  Council has concerns about preserving the existing rental housing stock. Council direct staff to investigate alternatives for best preserving rental housing stock in C-2, C-3A, and all RT zones, and to report back as soon as possible.	Request to Staff			Information Request			Information Only	Gil Kelley	No	PDS	Housing
013287	Presentation from BC Housing on Affordable Home Ownership Program	Councillor De Genova requested staff to arrange a presentation from BC Housing on the Affordable Home Ownership program, and how it fits into the City's plans while waiting for a change to the Vancouver Charter to be approved.	Request to Staff			Information Request			Information Only	Dan Garrison	No	PDS	Housing

Report#	Subject	Excerpt(s)	Staff	Requester	Requester Email	Report Type	Date Requested	Due Date	Meeting Type	Assigned To	Initiator	Service Group	Council Priority
013222	Exploring New Forms of Hospitality and Housing Tenure - Support Purpose Built Rental	A. THAT Council direct staff to explore new forms of hospitality and housing tenure with the development and construction industry, tech-enabled hospitality operators and lenders including CMHC, in order to support the development of purpose built rental housing. B. THAT Council direct staff to consider how limited term master leases for tech-enabled hotel rooms might function with regard to rental stock covenants, change of use, split classification tax, licensing, legal, zoning, and city-wide planning. C. THAT Council direct staff to consider in upcoming reports on Rental Incentive Program Review if tech-enabled hotel rooms in lieu of DCL waivers might improve the financial performance and delivery of for-profit purpose built rentals. D. THAT Council direct staff to include in upcoming reports on Rental Incentive Program Review any budget and resource considerations. E. THAT Council direct staff to include in their reports back on...	Request to Staff	9-13/11		Information Request	9-13/11		Information Only	Kathryn Horn	No	DCL	Housing
013210	A Comprehensive Strategy for Realizing the Full Potential of the Nighttime Economy in the City of Vancouver	A. THAT the current Vancouver City Council - sworn in on November 5, 2018 - affirm its unequivocal support for realizing the full economic potential of a Nighttime Economy and the role it can and does play in a strong, diverse local economy, one that supports small businesses and jobs, the local arts and culture sectors, and the goal for Vancouver to be a sustainable, livable city with opportunities for everyone. B. THAT Vancouver City Council direct staff to work with the Vancouver Economic Commission to develop recommendations for a comprehensive citywide Nighttime Economy Strategy, one that encompasses all aspects of the Nighttime Economy and serves to focus the range of necessary actions required by Council and the City to remove obstacles and impediments to realizing the economic and other potentials of Vancouver's Nighttime Economy, in consultation with all appropriate stakeholders, with work to begin in 2020, and for a draft strategy to be presented to Council for the...	Request to Staff			Request			standing committee of City Finance and Services	Stanislav Henselmann	No	ACES	Economic Development
013205	City of Reconciliation Update	A. THAT Council accept the Administrative Report dated June 11, 2019, entitled "City of Reconciliation Update", for information. B. THAT Council direct staff to include in the 2020 Reconciliation Report an analysis of the status of the City's reconciliation framework commitments, including recommendations for building on these commitments, with, where possible, measured and specific outcomes, and the steps taken to date, as well as associated budget implications to enable consideration with respect to annual budget planning and approvals. C. THAT Council direct staff to report back on initial scoping of a "Colonial Audit" in order to identify both short term and long term opportunities and specific ways to improve the City of Vancouver policies and practices with regard to Reconciliation and report back with their findings and recommendations to acknowledge any injustices uncovered as part of the "truth-telling" phase.	Request to Staff			Information Request			Information Only	Katelyn Cristofore	No	CMO	Reconciliation

Report ID	Subject	Description	Status	Comment	Comment to Council	Report Type	Date Received	Due Date	Meeting Type	Assigned to	In-Camera	Service Group	Council Priority
013326	Accountability for Climate Change	Relates to RTS 13323, 13324, 13325 FURTHER THAT staff report back with a budget or re-prioritization of existing budget for exploring any proposed legal strategies; and FURTHER THAT Council direct staff to report back with full costing and budget, including implications to the 2020 budget. D. THAT Council support motions at the Union of BC Municipalities for: a. Port Moody: "HOLDING FOSSIL FUEL PRODUCERS RESPONSIBLE FOR THEIR CONTRIBUTION TO CLIMATE CHANGE" to: (i) send climate accountability letters to the 20 largest fossil fuel companies on behalf of their members; and (ii) ask the Minister of Environment and Climate Change Canada and the Minister of Environment and Climate Change Strategy to enact laws to clarify the right of local governments to recover a fair share of their climate costs from fossil fuel companies; and b. Richmond: "Recovering Costs for Local Climate Change Impacts" asking the provincial government to explore the initiation of a class action suit on behalf...	Request to Staff	s.13(1)		Report	s.13(1)		City Council	Colin Kruger/Patrice Impey	No	FRS	Greenest City

s.13(1)

013316	Cannabis as an Alternative to Opiates and More Dangerous Drugs on the Downtown Eastside	Relates RTS 13327 A. THAT City Council direct staff to make recommendations to Council with respect to Section 11 of the City of Vancouver Zoning and Development By-law with proposals on how this zoning by-law could be amended to allow well considered exceptions to the City's current prohibition on Cannabis Stores in the Downtown Eastside exclusion zone, consistent with the City's commitment to a comprehensive approach to illicit substance use, including prevention, harm reduction; FURTHER THAT Vancouver City Council direct staff to engage with the Liquor and Cannabis Regulation Branch (LCRB) to indicate Vancouver City Council's interest to address unintended aspects of the City's current Zoning and Development By-law as it pertains to facilitating well-considered exceptions to the City's Zoning and Development By-law in relation to cannabis Stores in the city, as well as engagement around the province's regulatory processes for licensing cannabis retail stores; and FURTHER THAT...	Draft	s.13(1)		Report	s.13(1)		City Council	Kathryn Holm	No	DBL	Healthy City
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Report	Subject	Description	Status	Comment	Comments to Council	Report Type	Case	File No	Meeting Type	Assigned to	In Camera	Service Group	Council Priority
013318	Celebrating Italian Culture: Welcome Signage in Little Italy and a Pilot Program for an Italian Piazza in Vancouver	A. THAT Council direct staff to work with the Italian community to explore the creation of an age-friendly "Piazza" pilot space in Vancouver, that includes local artisans, restaurants, proprietors and vendors and would allow for community-led events in a designated outdoor space that also would include the responsible enjoyment of beer, wine and "appetivos" along with food, and if possible, to be implemented before the end of June 2020. B. THAT Council direct staff to engage and invite stakeholders to participate in the process including, but not limited to: Il Centro (the Italian Cultural Centre), Italian Day Festival Society, Commercial Drive Business Society, Italian Chamber of Commerce in Canada WEST, Vancouver Public Space Network, Brannia Centre, Viva Vancouver and the Vancouver Police Department. C. THAT Council affirm support for artistic signage that is in character with Italian heritage, and if possible similar to an arch, marking the north, south and possibly...	Request to Staff	S.13(1)		Information Request	S.13(1)		Information Only	Margaret Wilgens	No	ENG	Arts & Culture
013327	Expanding Downtown Eastside Greenspace and Waterfront Access	C. That the Mayor engage with the Port, the Minister of Transportation and PM's Office to achieve points i-v of Part A and inform the City Council, the Park Board, the local MP and the local MLA as to the progress of these efforts.	Mayor's Office			Mayor's Office			Mayor's Office	Laurin Reid/Lorraine Sebastian	No	Mayor's Office	Greenest City
013368	Historical Discrimination Against People of South Asian Descent in Vancouver	THAT Council refer the motion entitled "Historical Discrimination Against People of South Asian Descent in Vancouver" to the Racial and Ethno-Cultural Equity Advisory Committee to provide recommendations to Council on the historical discrimination against the South Asian community in Vancouver. FURTHER THAT Council direct staff to work with the Racial and Ethno-Cultural Equity Advisory Committee and report back with recommendations coming from that work as soon as possible, or by early 2020.	Request to Staff			Report			City Council	Mary Clare Zak Ns		ACCS	Reconciliation
013367	Combating Anti-Semitism in Vancouver	THAT Council refer the motion entitled "Combating Antisemitism in Vancouver" to the Racial and Ethno-Cultural Equity Advisory Committee to provide recommendations to Council on how the City of Vancouver can increase action to combat all forms of racism and hatred, including Antisemitism.  FURTHER THAT Council direct staff to work with the Racial and Ethno-Cultural Equity Advisory Committee and report back with recommendations coming from that work as soon as possible, or by early 2020.	Request to Staff			Information Request			Information Only	Mary Clare Zak Ns		ACCS	Reconciliation

Report ID	Subject	Description	Status	Request	Report Type	Date Received	Due Date	Meeting Type	Assigned to	In Camera	Committee/Group	Council Priority
013365	Ending Sexual Harassment and Violence in Vancouver's Hospitality and Service Industries	THEREFORE BE IT RESOLVED THAT Vancouver City Council direct staff to report to Council on recommendations and actions to ensure the safety of women working in the service and hospitality industry. In the development of this report Council direct staff to: I. Meet with downtown hotel/restaurant owners, Vancouver Police Department, related association, service worker advocate groups (unions and community advocates), to formulate recommendations on how to combat the growth of sexual violence in Vancouver's hospitality and service industries and in the workplace; II. Explore ways to and sexual violence in the city, including in Vancouver hotels, restaurants and bars, as part of its work on the UN Women Safe Cities work and the upcoming nighttime economy strategy; III. Report back with implications of and options for mandating sexualized violence prevention training for hotel and restaurant staff as part of either the liquor licence or business licence approval process; and IV...	Request to Staff	s.13(1)	Information Request	s.13(1)		Information Only	Mary Clare Zak	No	ACCS	Safe City
013366	Options for an Accelerated 10-year Timeline for Addressing Vancouver's Combined Sewer Overflows	THEREFORE BE IT RESOLVED THAT Vancouver City Council direct staff to explore an accelerated timeline for addressing the City's combined sewer overflows, including (but not limited to) potential costs, potential infrastructure funding partnerships and programs (i.e., federal, provincial, regional, and/or in conjunction with other nearby municipalities), potential pathways to cost-effectively achieve accelerated water quality outcomes related to combined sewer overflow events by 2029, the potential impact of accelerating combined sewer overflow mitigation on other City of Vancouver budget priorities, and any foreseeable obstacles, and for staff to report back to Council in 2020 with options for an accelerated combined sewer overflow mitigation program; FURTHER THAT Council direct staff to report back on next steps for Combined Sewer Overflow mitigation plans as part of the Rain City Strategy in the fall of 2019.	Request to Staff		Report			City Council	Jimmy Zammir	No	ENG	Greenest City
013363	Revisiting the Random Ballot for Equity's Sake	A. THAT Council direct staff to engage with appropriate Resident Advisory Committees for their feedback on the use of an alphabetical vs random order ballot as permitted by Sections 78 and 79 of the Vancouver Charter, including the Racial and Ethnic-Cultural Equity Advisory Committee, Urban Indigenous People's Advisory Committee, Persons with Disabilities Advisory Committee, and Seniors Advisory Committee, with the goal of identifying a ballot that achieves equity and effectiveness. FURTHER THAT such review include consideration of ease and clarity of alphabetical vs random ballot types, as well as the benefits and drawbacks of strategies such as numbering candidates on a randomized ballot, or having multiple randomized lots of ballots vs just one random version. B. THAT staff report back to Council by Q2 2020 with Committee feedback and recommendations related to whether or not to return to an alphabetically ordered ballot for the next Vancouver municipal election or retain a...	Request to Staff		Report			City Council	Rosemary Hagihara	No	CMO	City Administration

Report #	Subject	Description	Status	Comment	Comment to Council	Report Type	Date Received	Due Date	Meeting Type	Assigned to	in-camera	Service Group	Council Priority
013364	Eliminating Generators: Greening Vancouver's Film and Food Truck Industries	THEREFORE BE IT RESOLVED THAT City Council direct staff to work with the film industry to develop a plan that quickly reduces and aims to completely eliminate the use of generators for filming, events and food trucks in Vancouver. Components of the plan should include opportunities and challenges to obtaining electrical power to needed areas; Prioritizing high use filming locations for electricity power drops; Coordinating with the City's Electric Vehicle Ecosystem Strategy; establish actions that facilitate the city meetings its GHG reduction goals; pursue street closures policies to reduce diesel generators needed; working with Vancouver Park Board to participate; encourages Vancouver School Board to enact similar plan; create financing plan that leverages revenue opportunities from film industry; identify City policies that need to be updated; work with film industry to determine what actions are needed to brand Vancouver as the Greenest Film Production Centre in the world...	Request to Staff	s.13(1)		Report	s.13(1)		City Council	Margaret Wittgens	No	ENG	Greenest City
013417	Crosstown Elementary	Councillor Dominato requested an update on a speed reduction to 30 km/hour at Keefer and Taylor and installation of additional signage near Crosstown Elementary.	Request to Staff			Information Request			City Council	Taryn Scollard	No	ENG	Safe City
013422	REPORT BACK - Special Events Policy Framework	See page 8 of minutes from Regular Council meeting September 10, 2019. F and G are in addition to report recommendations.	Request to Staff			Referral Report			City Council	Margaret Wittgens	No	ENG	Arts & Culture
013423	Every Neighbourhood for Everyone: Permitting Temporary Mo...	A.THAT Council direct staff to: 1. Explore and report back on opportunities to deliver TMH buildings for homeless residents, on RS and RT zoned parcels on private and City owned land that could accommodate the footprint, access to services and/or transit, timing of future uses, and site conditions by Q4 2019. 2. If opportunities exist then the report back should identify policy tools that may be required to advance delivering TMH on RS or RT zones, including but not limited to, changes to the Vancouver Charter to enable Director of Planning authority to relax for "low cost housing for persons receiving assistance" in RS and RT areas, and/or new rezoning policies to enable the same. B.THAT Council direct staff to explore new possibilities for creating permanent homes for low and moderate income families and individuals in all neighbourhoods of the city, through the City Wide Plan as well as through implementation of Housing Vancouver and the Affordable Housing Delivery and Finance...	Request to Staff			Information Request			Information Only	Gill Kelley	No	PDS	Housing
013426	Report Back: CultureShift - Integration of 10 Year Targets	Staff to integrate the 10 year city-wide targets for affordable arts & cultural spaces & priorities, into policy, public benefit strategies & the city-wide plan, & report back to Council on the delivery & financial strategy ... by Fall of 2020.	Request to Staff			Presentation			City Council	Branislav Henseleimann	No	ACCS	Arts & Culture

Report #	Subject	Description	Status	Comment	Comment to Council	Report Type	Date Reported	Due Date	Meeting Type	Assigned to	In Camera	Service Group	Council Priority
s.13(1), s.14													
s.13(1)													
013456	Expediting an Elementary School for the Olympic Village Community - the City's Role	<p>Relates to RTS 13562</p> <p>A. THAT Council direct staff to create a "fast-track" process, on an urgent basis, whereby the approval of development and building permits for Vancouver schools (new schools, replacements, additions, and renovations) can be expedited to ensure that Vancouver school facilities can be built, replaced, added to, and/or renovated in a timely manner, to help build strong, diverse, sustainable neighbourhoods and communities in our city, with staff to report back to Council by January 2020 regarding actions taken in this regard.</p> <p>B. THAT Council direct staff to work with the Vancouver School Board staff to explore ways to work together on a collective basis to improve and streamline various City approval processes in pursuit of the timely construction, replacement, and/or renovation to Vancouver Schools, including an elementary school in Southeast False Creek / Olympic Village.</p> <p>C. THAT Council call on the Province to prioritize capital funds for a new ...</p>	Request to Staff	s.13(1)		Information Request	s.13(1)		Information Only	Gil Kelley	No	PDS	Community Planning
013457	Transportation Safety Program	<p>THEREFORE BE IT RESOLVED THAT City Council direct staff to collaborate with the Vancouver School Board and report back on recommendations for improving transportation safety in Vancouver's school zones, while actively promoting walking or rolling to schools. Report to include:</p> <p>a. A review, in concert with reports on the Greenways and Slower, Safer Streets programs, of current infrastructure and City policies pertaining to pedestrian and cyclist safety around Vancouver's schools, any necessary infrastructure or policy changes to ensure increased safety of children, staff and families, and proposed budgets and timelines;</p> <p>b. Engagement and consultation with the public, schools and Parent Advisory Councils (PACs), the District Parent Advisory Council (DPAC), local and Provincial Public Health authorities, and the City's Transportation Advisory Committee, as integrated with and complementary to the city-wide planning process;</p> <p>c. Specific standards that can be applied to all schools</p>	Request to Staff			Report			City Council	Lacey Hirdle	No	ENG	Transportation



Report #	Subject	Description	Status	Comment	Comment to Council	Report Type	Date	Due Date	Meeting Type	Assigned to	In Camera	Service Group	Council Priority
013460	Adapting to Provincial Legislative Changes Related to Pass...	A. THAT Council approve the street management policies that support the introduction of ride-hailing vehicles and continue to support the operation of taxis and limousines in Vancouver as outlined in the Policy Report dated June 24, 2019, entitled "Adapting to Provincial Legislative Changes related to Passenger Directed Vehicles." B. THAT Council approve the business licensing policies that support the introduction of ride-hailing vehicles and continue to support the operation of taxis and limousines in Vancouver as outlined in the Policy Report dated June 24, 2019, entitled "Adapting to Provincial Legislative Changes Related to Passenger Directed Vehicles" FURTHER THAT Council direct staff to work with the Province of BC on a Transportation Network Systems Accessibility Plan that ensures that all citizens have equal and safe access to publicly available transportation including data on legislative impacts, accessibility incentives, transparent use of provincial etc...	Request to Staff	s.13(1)		ng Report	s.13(1)		Standing Committee on Policy and Strategic Priorit	Corneils Sussmann	No	DBL	Transportation
013493	A Collaborative and New Approach to Oppenheimer Park and Other Public Spaces	Cllr Wiebe and Dominato's motion Staff to explore options for finding identified needed services and housing options for people dealing with homelessness in parks and other public spaces.	Request to Staff			Information Request			Information Only	Sandra Singh	No	ACCS	Safe City
013481	Increasing Affordable Housing Options through Character House Incentives in RS Zones	Staff report back to Council in Q1 of 2020 on measures to further incentivize retention of character houses	Request to Staff			Report			Standing Committee on Policy and Strategic Priorit	Gil Kelley	No	PDS	Housing

Report#	Subject	Description	Status	Comment	Comments to Council	Report Type	Date	Due Date	Meeting Type	Assigned to	In Camera	Service Group	Council Priority
013455	Four Pillars Drug Strategy Review and Additional Resources	<p>A. THAT, in the interest of moving forward with a comprehensive review and the ongoing of the Four Pillars Drug Strategy, Council direct staff to increase resources and the capacity of city staff to research drug policy;</p> <p>FURTHER THAT the City manager administer and organize staff and resources, to increase the capacity of Arts, Culture and Community Services to research a new drug policy to further achieve the goals of the Four Pillars Drug Strategy;</p> <p>AND FURTHER THAT that this be implemented as soon as possible and no later than the 2021 City of Vancouver operating budget cycle.</p> <p>B. THAT Council direct staff to investigate and report back on the possibility of implementing 'new to Vancouver initiatives', that have proven to be successful in drug policy strategy approved by federal parliament in Portugal;</p> <p>FURTHER THAT any recommendations that may be brought forward, are in the spirit of The Four Pillars Drug Strategy and the Healthy City Strategy.</p>	Request to Staff	S.13(1)		Information Request	S.13(1)		Information Only	Sandra Singh	No	ACCS	Healthy City
013667	Supporting Non-Profit Applications to the Centarm Community Fund for the Benefit of Neighbourhoods	<p>A. THAT Council direct staff to explore opportunities to support a DTES non-profit organization or organizations in making applications to the Centarm Community Fund, such as providing a letter from the City of Vancouver in support of their application, for the first program intake closing November 29th, 2019, specific to the purpose of investing in a supported employment program or programs.</p> <p>B. THAT Council direct staff to meet with representatives and/or staff of the Centarm Community Fund oversight committee in relation to this funding program in order to identify common priorities and opportunities to co-fund projects that would serve to scale up the impact of projects, including direction to City staff to ensure that this information regarding this funding opportunity is circulated to local non-profits through various staff channels, interactions, and contact networks.</p> <p>FURTHER THAT Council direct staff to bring recommendations forward to Council regarding other....</p>	Request to Staff			Information Request			Information Only	Sandra Singh	No	ACCS	Community Planning
013666	An Opportunity to Participate in a Partnered Campaign Focused on Responsible Alcohol Consumption	<p>THEREFORE BE IT RESOLVED THAT Council direct staff to proceed with the opportunity they have identified for the City to participate in a low cost partnered campaign focused on responsible alcohol consumption, which will launch in December of this year during the holiday season, with approximately \$7,000 in City funds to be allocated to cover some of the costs associated with the development of the related print materials and featured on available wall space at EasyPark lots and parkades, all as noted in the October 16, 2019, staff memo distributed to members of Council by the City Manager;</p> <p>FURTHER THAT any information that can be gleaned from subsequent evaluations of this initiative and the "Park Until" option, specific to the question of whether people are availing themselves of the "Park Until" option due to intoxication or for other reasons, be made available to City of Vancouver stakeholders such as Vancouver Coastal Health.</p>	Pending			Information Request			Information Only	C. Darwent	No	ENG	Safe City
013497	Extinguishing Consumer Fireworks	VFRS, VPD and DSL staff to report back in 2020 on a plan to ban the retail sale of consumer fireworks to the public by 2021	Request to Staff			Report			City Council	Darrell Reid	No	VFRS/VEMA	Safe City
013496	REPORT BACK - False Creek to Fraser River Blueways	"...provide an update on the opportunities assessment undertaken for the False Creek to Fraser River Blueway by the end of Q3 2021."	Request to Staff			Report			City Council	Jimmy Zammar	No	ENG	Greenest City

Report ID	Subject	Description	Status	Comment	Comment to Council	Report Type	Date	Due Date	Meeting Type	Assigned to	In-Camera	Service Group	Council Priority
013504	Report Back - Exploring a More Robust Policy Framework Relating to the Sale and Promotion of Vaping Products	<p>A. THAT Council direct staff to explore various regulatory measures and actions within the City's jurisdictional powers, either through the Vancouver Charter or other relevant legislation, as a step toward the establishment of a more robust policy framework relating to the sale and promotion of vaping products in Vancouver, and for staff to report back to Council before the end of Q1 in 2020 with recommendations and options for Council's consideration including (but not limited to) - see recommendation for more details</p> <p>D. THAT Council direct staff to communicate with their staff counterparts at the Vancouver School Board, the Vancouver Park Board, and Vancouver Coastal Health to offer support for any initiatives they may undertake or be undertaking in relation to vaping and vape products; FURTHER THAT staff report back to Council on any initiatives that the Vancouver School Board, the Vancouver Park Board, and/or Vancouver Coastal Health may be contemplating in relation to vaping..</p>	Request to Staff	s.13(1)		Report	s.13(1)		City Council	Kathryn Holm	No	DBL	Healthy City
013507	Increasing Access for Emergency Services; Examining How the City of Vancouver Can Increase Access to Strata and Rental Multi-Residential Buildings for All Emergency Services	<p>A. THAT Council direct staff to explore options available to the City of Vancouver to increase access and/or require new multi-family residential buildings to grant access to all Emergency Services in emergency circumstances;</p> <p>B. THAT Council direct staff to consider ways to encourage existing strata and rental buildings to opt into programs allowing access to all emergency services in Vancouver.</p> <p>C. THAT staff report back to Council with possible recommendations as soon as possible, and no later than 04 2021.</p> <p>Also, include in the report back, an update on the motion passed at the Regular Council meeting on July 24, 2012, Item 2 - Building By-law Review: Emergency Services Access, moved by Cllr. Louis.</p>	Request to Staff			Report			Standing Committee on City Finance and Services	Gill Kelley	No	PDS	Safe City
013550	Veterans - Free Year-Round Parking	<p>THEREFORE BE IT RESOLVED THAT Council direct staff to explore the possibility of a process to allow eligible holders of a BC veterans license plate and current serving members of the Canadian Forces to park their vehicle for free, subject to the time limits already in place, at City of Vancouver parking meters, Easy Park lots, surface lots, and Park Board operated parking facilities; including Stanley Park, Queen Elizabeth Park, the Vancouver Aquatic Centre, and all Vancouver Community Centres;</p> <p>FURTHER THAT Council direct staff to report back to Council by October 2020 with recommendations and plans to deliver a process by November 11, 2020, for year-round free parking for Veterans and current serving members of the Canadian Forces, at all parking locations currently offered by the City of Vancouver during the week of Remembrance Day.</p>	Request to Staff			Information Request			Information Only	Chris Danwent	No	ENG	Transportation
013537	Rental Incentive - Projected Number Secured Rental Homes	<p>B. THAT Council receives for information the Rental Incentive Programs Administration Bulletin, generally as contained in Appendix B of the Report dated November 15, 2019, entitled "Rental Incentives Review Phase II Report Back";</p> <p>FURTHER THAT Council direct staff to report back to Council with the projected number of secured rental tenure homes the Rental Incentive Review Phase II recommendations are projected to deliver.</p>	Request to Staff			Report			City Council	Dan Garrison	No	PDS	Housing



Report #	Subject	Description	Status	Comment	Comment to Council	Report Type	Date Requested	Date Due	Meeting Type	Assigned to	In-Charge	Service Group	Covered Policy
013539	Rental Incentives - Opportunities and Displacement	D. THAT staff to consolidate opportunities for rental enabled under the Affordable Housing Choices Interim Rezoning Policy (AHC IRP) into the Secured Rental Policy as a pilot on a time-limited basis with applications to be accepted until June 10, 2022, and formally close the AHC IRP to new applications, and prepare a report for consideration for referral to a public hearing proposing amendments to the Zoning and Development By-law to create new standardized zoning districts for residential rental tenure, for use in future rezoning applications for RS and RT zoned sites in low density transition areas that are on and near arterial roads and close to parks, schools and shopping areas, as generally described in policy 2.4 of the Secured Rental Policy. THAT staff monitor and report back regularly to Council on any impact proposed new zoning districts for residential rental tenure will have on renter displacement etc. THAT Staff assess the risk of tenant displacement (see memo p. 17)	Request to Staff	s.13(1)		Report	s.13(1)		City Council	Dan Garrison	No	PDS	Housing
013538	Rental Incentive - Meeting the Goals of Housing Vancouver	THAT Council receives for information the Rental Incentive Programs Administration Bulletin, generally as contained in Appendix B of the Report dated November 15, 2019, entitled "Rental Incentives Review Phase II Report Back". AND FURTHER THAT Council also direct staff to report back to Council in biannual memos with updates including how Rental Incentive Review Phase II recommendations are meeting the goals and targets set out in "Housing Vancouver".	Request to Staff			Information Request			Information Only	Dan Garrison	No	PDS	Housing
013538	Rental Incentives - Report - Add DCL and Commercial Policy	C. THAT Council direct staff to prepare a report for consideration for referral to a public hearing proposing amendments to the Zoning and Development By-law to add a definition of "residential rental tenure" in Section 2 and to limit residential dwelling units in new buildings above 4 storeys to 100% residential rental tenure in the C-2, C-2B, C-2C, and C-2C1 zoning districts generally as shown on the map in Appendix C of the Report dated November 15, 2019, entitled "Rental Incentives Review Phase II Report Back". AND FURTHER THAT Council direct staff to report back on a commercial replacement policy that could include incentives for landlords to provide units at non-market rates, first right of refusal and to provide commercial tenants with the same or similar rent on return.	Request to Staff			Referral Report			City Council	Dan Garrison	No	PDS	Housing
013543	Rental Incentives - Further Opportunities for Mass Timber	N. THAT Council direct staff to report back with recommendations to urgently address the climate emergency through removal of barriers to encourage low carbon rental housing development, including: • Further opportunities to amend City by-laws, policies, and guidelines to remove barriers and encourage mass timber development in appropriate locations, by Q4 2020.	Request to Staff			Report			City Council	Dan Garrison	No	PDS	Housing
013540	Rental Incentives - Referral - Extend Rental Replacement	K. THAT Council instruct staff to prepare a report for consideration for referral to public hearing to amend the Rental Housing Stock Official Development Plan to extend rental replacement requirements to C-2, C-2C, C-2B and C-2B-1 zoning districts city-wide.	Request to Staff			Report			City Council	Dan Garrison	No	PDS	Housing
013544	Rental Incentives - Monitor the DCL Waivers	O. THAT Council direct staff to monitor the DCL waivers, the results and the effectiveness of the new rental incentives and Moderate Income Rental Housing Pilot Program, including the number of new rental units, their sizes and affordability, and to what degree they are achieving the "right supply" of rental housing especially for renter households with annual incomes below \$50,000, and report back preliminary findings in 2021.	Request to Staff			Report			City Council	Dan Garrison	No	PDS	Housing



Report#	Subject	Description	Topic	Comment	Demanded by Council	Report Type	Date Requested	Due Date	Meeting Type	Assigned to	In-Charge	Service Group	Political Priority
013535	Rental Incentives Report back - Rental Opp in RS and RT	THAT Council approve the amended Secured Rental Policy, generally as contained in Appendix A of the Report dated November 15, 2018, entitled "Rental Incentives Review Phase II Report Back", with the sections proposing rental opportunities in RS and RT (Section 2.4 and Table 2 of the above-noted report), to proceed as a pilot on a time-limited basis with applications to be accepted until June 30, 2022, unless otherwise directed by Council. FURTHER THAT staff report back to Council at that time with further recommendations, either as a stand-alone report or as part of the Vancouver Plan process.	Request to Staff	s.13(1)		Report	s.13(1)		City Council	Dan Garrison	No	PDS	Housing
013611	Report Back on Review of Fairness and Effectiveness of the Empty Homes Tax	THAT Council direct staff to further explore:  E ... the creation of new category of residential property under Vacancy Tax By-Law for split-class buildings where residential portion of buildings is classed as class 1 residential and designated as Single Room Accommodation ("SRA-designated") under the SRA By-law, and report back to Council on potential amendment to the Vacancy Tax By-law in a future report back on the SRA By-law.  F ... creation of new category of residential property under Vacancy Tax By-Law for split-class property where residential portion of property is classed as class 1 residential which includes improvement over land, and the remaining portion of the property is classed as class 3 recreation/non-profit which includes, in whole or in part, some form of community garden or public park space, and report back to Council on potential amendment to Vacancy Tax By-law.  H ... and report back on options to enhance the clarity and transparency of EHT info on COV website.	Request to Staff			Report			Standing Committee on City Finance and Services	Marina Marzin	No	FRS	City Finances
013561	Lowering per ticket facility fees to assist VSS	Clr Kirby-Yung's amendment as amended by Clr Cair: "E. THAT Council direct staff to explore the potential and impacts of amending the rates of patron per ticket facility fees, to assist in providing grant funding that helps sustains the City's historical support for the VSS and the role of the VSS as an anchor cultural institution in Vancouver."	Request to Staff			Information Request			Information Only	Branislav Henselmann	No	ACCS	Arts & Culture
013584	2020 Capital and Operating Budget	Q. THAT staff explore options through the City Sponsorship Policy to sustain Special Events Funding in future budgets.	Request to Staff			Information Request			Information Only	Michelle Collins	No	CMO	City Finances
013583	2020 Capital and Operating Budget	"THAT Council direct staff to work directly with Council to put in place multiple budget workshops as part of the 2021 budget development process where fixed costs, new budget proposals and cost savings opportunities are reviewed with the goal of good governance and well informed financial decision making;  FURTHER THAT the Operating Budget Policy (ADMIN-004) and Capital Budget Policy (ADMIN-005) be updated to incorporate these best practices and inform the annual budget development process;  AND FURTHER THAT staff report back during the 2021 budget process with the feasibility and implementation impacts of changing to a wellbeing budget process in future years."	Request to Staff			Information Request			Information Only	Patrice Impey	No	FRS	City Finances
013562	2020 Capital and Operating Budget	"N. THAT Council direct staff to explore and implement transformation and increased revenue opportunities in order to address the on-going financial pressures expected in the 5 year financial outlook, including the recommendations forthcoming in the Financial Review Phase B – Building Capacity for the Future Report being completed by EY at the request of Council."	Request to Staff			Information Request			Information Only	Patrice Impey	No	FRS	City Finances

Report#	Subject	Description	Status	Comment	Comment to Council	Report Type	Date Requested	Due Date	Meeting Type	Assigned to	In-Camera	Service Group	Council Priority
013635	Update - Access Without Fear Policy	Councillor Swanson noted six implementation areas in the Access Without Fear Program, and requested detailed updates in each of the six areas. The City Manager agreed to provide the information, or should it require a considerable amount of work, would ask that Councillor Swanson pursue a motion for this request.	Request to Staff	s.13(1)		Information Request	s.13(1)		Information Only	Sandra Singh	No	ADCS	Safe City
013626	City of Vancouver Responsible Divestment from Fossil Fuels	Relates to RTS 13627, 13628, 13629 A. A plan that includes defining divestment, options and timelines for how the City could fully divest from fossil fuels, building on divestment measures taken to date as well as leading practices related to fossil fuel free investment portfolios. B. Opportunities to continue to engage the Municipal Finance Authority to create a fossil fuel free fund that would enable other B.C. municipalities to invest in such a fund. C. Bringing a motion to Council for the 2020 meetings of the Lower Mainland Local Government Association and the Union of B.C. Municipalities (UBCM) to re-examine the 2016 UBCM Primer on Fossil Fuel Divestment and the Municipal Pension Plan report, in light of globally changing investment and divestment strategies. D. Evaluating the benefit and costs of the City and Vancouver Economic Commission participating on the C40 Invest/Divest forum, including attending its March 2020 workshop.	Pending			Report			City Council	Patrice Impey	No	FRS	Greenest City
013637	Aligning the Healthy City Strategy with the UN Sustainable Development Goals	B. THAT Council direct staff to review and report back on the possibility of adopting the 2030 target for the preceding goals so as to be in line with the United Nations 2030 Agenda for Sustainable Development. C. THAT Council direct staff to report back on opportunities for the City of Vancouver to benefit from, and contribute to, the ongoing work by the Division for Sustainable Development Goals (DSDG) in the United Nations Department of Economic and Social Affairs (UNDESA).	Request to Staff			Report			City Council	Mary Clare Zak	No	Planning, Urban Design and Sustainability	Greenest City
013676	Community Amenity Contributions (CAC) Policy Update	Relates to RTS 13677 and 13678 C. THAT Council instruct staff to notify landowners and in-stream rezoning applications of the City's intent to increase CAC Targets in the Little Mountain Adjacent and Southeast False Creek M-2 zoned areas to \$47.00 and \$67.00 per sq.ft. respectively, and report back on an implementation plan in July 2020.	Request to Staff			Report			Standing Committee on City Finance and Services	Chris Robertson	No	Planning, Urban Design and Sustainability	City Finances

Report #	Subject	Description	Status	Comment	Document to Council	Report Type	Date	Due Date	Meeting Type	Assigned to	In-Person	Service Group	Council Priority
013677	Community Amenity Contributions (CAC) Policy Update	Relates to RTS 13676 and 13678  D. THAT Council direct staff to monitor and report back to Council on the need to index cash CACs between Council approval in-principle of a rezoning application and rezoning enactment by Council and/or impose a required time limit to enact a new zoning, whereby if the time limit lapses, the approval in-principle of the rezoning application may expire.  F. THAT Council direct staff to report back to Council on the potential for allocation of Community Amenity Contributions to neighbourhood houses, arts venues and other non-profit venues that support growth and ongoing community services delivery in Vancouver through contributions to external endowment funds that support such organizations;  FURTHER THAT the report back review key considerations such as but not limited to legal considerations and requirements for potential external endowment fund recipients.	Request to Staff	S.13(1)		Information Request	S.13(1)		Information Only	Chris Robertson	No	PDS	City Finances
013633	Employment Lands & Economy Review - Update on Phase 1 and Next Steps	THAT Council receive this project update report and initial list of economic and employment lands challenges and opportunities and direct staff to continue engagement with the Vancouver Economic Commission (VEC), stakeholders, the public, and others, including integration into the Vancouver Plan engagement processes, to identify high level policy directions and report back to Council in mid-2020 in parallel with the Vancouver Plan report back on challenges and principles.	Request to Staff			Report			Standing Committee on City Finance and Services	Matthew Bourke / Chris Robertson	No	PDS	Economic Development
013676	Community Amenity Contributions (CAC) Policy Update	Relates to RTS 13676 and 13677  E. THAT Council direct staff to report back on a city-wide CAC allocation strategy following public engagement on the Vancouver Plan and the completion of the City's 10-year Capital Strategic Outlook.	Request to Staff			Report			City Council	Chris Robertson	No	PDS	City Finances
013703	Cultural Spaces Rent Bank	B. THAT Council direct staff to explore the creation of a Cultural Spaces Rent Bank, modeled after the Vancouver Rent Bank, in order to protect precarious cultural spaces by making short term or bridge-funding loans available to qualified applicants, with the following considerations: i) How to screen applicants and operationalize loan repayments; ii) Lending criteria and limits; iii) Legal Considerations; iv) Terms and Conditions of loans, repayments and surety as applicable; v) Seed capital for lending pool, including but not limited to remainder from 2019 Innovation Fund; vi) Potential partnerships for capital and operations; and vii) Value for money. C. THAT Council direct staff to report back as soon as possible with recommendations for a cultural spaces rent bank and in the context of other work related to implementing Making Space for Arts and Culture. D. THAT Council direct staff...	Request to Staff			Report			City Council	Branislav Hensemann	No	ACCS	Arts & Culture



Report	Subject	Description	Status	Comment	Comment to Council	Report Type	Date Received	Due Date	Meeting Type	Assigned to	In Camera	Service Group	Sound/Policy
013724	Independent Auditor General Sub-Committee	A. THAT Council authorize the creation of an informal working group, in advance of a sub-committee being formed, not intended to constitute a committee called the Municipal Auditor General Informal Working Group. B. THAT the Terms of Reference for the Municipal Auditor General Informal Working Group be as follows: 1) To freely consult with and seek recommendations, information, and advice from such bodies as the Canadian Audit and Accountability Foundation (CAAF), as well as other relevant authorities (e.g., consultation with BC's Auditor General for Local Government, offices of Auditors General across Canada, etc.), including a pre-approved budget of up to \$50,000 to formally engage the CAAF as a consulting body to prepare draft Terms of Reference for, and optional recommendations specific to, the establishment of an Independent Auditor General Office in the City of Vancouver, with engagement of CAAF to be facilitated with support from the office of the City Manager or ...	Request to Staff	s.13(1)		Report	s.13(1)		Standing Committee on Policy and Strategic Priorit	Chr. Colleen Hardwick	No	CMO - CC	City Administration
013733	Including Pedestrians in Vancouver's Snow Protocol and Response	A. THAT Council direct staff to identify High Priority Pedestrian Areas and Sidewalks in the city and report back before Council's summer break, with information and recommendations for incorporating these areas and sidewalks into the City's Snow Protocol and Response Strategy, in accordance with the topmost priority accorded to walking in the City's hierarchy of transportation modes, the City's Complete Streets Strategy, Equity goals, and Climate Emergency Response actions and objectives; FURTHER THAT staff engage with the Seniors' Advisory Committee as well as the Persons with Disabilities Advisory Committee as well as any others deemed beneficial, for their feedback and input. B. THAT Council direct staff to include information in the report back outlining the City's responsibilities and obligations with respect to identified High Priority Pedestrian Areas and Sidewalks, along with the respective responsibilities and obligations of adjacent private property owners and/or their ...	Request to Staff			Report			Standing Committee on City Finance and Services	Erin Watts	No	ENG	Safe City
013745	Memo - Designation of Burrard Inlet as a Strictly Enforced Non-Discharge Zone for Boating Sewage	Memo that discusses if it is feasible to designate the Burrard Inlet as a strictly enforced non-discharge zone for boating sewage, which was previously affirmed by Council in 2015.	Request to Staff			Information Request			Information Only	Margot Davis	No	REFM	Greenest City
013762	Toward Best Practices in Civic Governance: Clarifying Council's Role as an Elected Board	THAT Vancouver City Council refer this work to the yet to Draft be formed office of the Auditor General to clarify Council's role as an Elected Board for those areas, circumstances, and situations where Elected Board status might naturally or potentially apply, such as for City employees or employee groups whose employment with the City falls within an occupational or professional group category that carries with it Practice Standards and/or a Code of Ethics requiring periodic reporting to the Board of the organization they serve, and for staff to report back to Council as part of its work plan;  FURTHER THAT staff be directed to compile and include - as part of their report back to Council - a list of occupational and professional groups employed and/or working within the City of Vancouver that have, or may potentially have, Practice Standards and/or a Code of Ethics requiring, or potentially requiring, periodic reporting to the Board of the organization they serve				Report			City Council	TBD	No	CMO	City Administration



Report #	Subject	Description	Status	Comment	Comment to Council	Report Type	Date Received	Due Date	Meeting Type	Assigned to	In Camera	Service Group	Council Priority
013761	Discriminatory Covenants, Language and Encumbrances on Vancouver Land Titles	B. THAT Council direct staff to report back on past and current actions the City of Vancouver has taken to address the question of discriminatory covenants and language recorded in land titles for properties within the boundaries of the City of Vancouver, and to identify and bring forward recommendations for any additional work that should be taken including working with the Land Title and Survey Authority of BC to explore options to systematically and proactively identify and strike discriminatory covenants and language from Vancouver land titles (including appropriate indicators on original / historical documents that a discriminatory covenant or encumbrance has been cancelled as per Section 222 of the Land Title Act).	Request to Staff	s.13(1)		Report	s.13(1)		City Council	Francie Cornell	No	LAW	Community Planning
013763	Report Back on Car Sharing Parking Policy Changes	"FURTHER THAT Council direct staff to report back on the initial outcomes of these car sharing parking policy changes in fall 2020 as part of the strategy to achieve Big Move #2 (Safe and convenient active transportation and transit) and Big Move #3 (Pollution free cars, trucks and buses) of the Climate Emergency Response."	Request to Staff	s.13(1)		Report	s.13(1)		City Council	Chris Derwent	No	ENG	Greenest City
013779	Relief and Rehabilitation of Aggressive Dog Designation	D. THAT Council direct staff to prepare appropriate legal language and present a by-law change to allow relief of "aggressive dog" designation per B above. E. THAT Council direct staff to prepare appropriate legal language and present a by-law change to redefine the definition of "aggressive" such that an "aggressive dog" is one that a qualified veterinarian and/or animal behaviourist believes is an aggressive dog, after an assessment is done by that behaviourist and a full investigation is conducted by the City's animal control department, per C above. F. THAT before any sections of the by-law are updated, staff report back with any recommendations, and include considerations of other jurisdictions where modernized, progressive animal control by-laws have been enacted, including New Westminster, Coquitlam and Fraser Valley Regional District. G. THAT Council direct staff to consider people that cannot afford the services of qualified veterinarians and/or qualified animal .....	Request to Staff			Report			City Council	Kathryn Holm	No	DBL	Safe City
013778	Declaring Support for an Eastside Arts District	A. THAT Council direct staff to report back on recommendations for the declaration of an Eastside Arts District. B. THAT Council direct staff to consult with the Eastside Culture Crawl Society, as well as local artists, residents and businesses on scoping an Eastside Arts District Strategy, complementary to the report back on recommendations for the declaration of an Eastside Arts District to support the primary goal of combatting the loss of artist production space, and include: i. Determining district boundaries and scale; ii. Identifying resources, stakeholders and partners; iii. Considerations around land use policy and regulatory frameworks; iv. Look for potential sources of long term funding, programming and sustainability, including but not limited to incentives, density bonuses and partnerships. C. THAT this Declaration and Strategy be developed in conjunction with existent and ongoing work on the Vancouver Plan, Making Spaces for Arts and Culture, Employment Lands and .....	Request to Staff			Report			City Council	Alex Sales	No	ACCS	Arts & Culture
013777	Universal No-Cost Coverage of Prescription Contraception	THEREFORE BE IT RESOLVED THAT Council directs the Mayor to urge the Provincial Government to make all prescription contraception in BC available at no cost under the Medical Services Plan.	Mayor's Office			Mayor's Of			Mayor's Office	Lorraine Sebastian	No	Mayor's Office	Healthy City
013830	West End Participatory Budgeting Process	Councillor Carr requested a report back from staff regarding whether there is potential for cyber-bots to create dummy votes in the above noted budgeting process.	Request to Staff			Information Request			Information Only	Rena Kendall-Craft	No	CEC	City Administration

Report ID	Subject	Description	Status	Comment	Comment to Council	Report Type	Date Requested	Due Date	Meeting Type	Assigned to	In-Camera	Service Group	Council Priority
013794	Letter - Split Assessment through a Commercial Sub-Class	H. THAT Council ask the Mayor to write to the Premier, Minister of Municipal Affairs and Housing, and Minister of Finance, with a copy to BC Assessment and the Metro Vancouver municipalities of Burnaby, Coquitlam, Richmond, North Vancouver, Surrey and West Vancouver to request the Province to work with municipalities to establish a pathway and action plan over the next calendar year to implement "Split Assessment through a Commercial Sub-class" for 2021.	Mayor's Office	s.13(1)		Mayor's Office	s.13(1)		Mayor's Office	Lorraine Sebastian	No	Mayor's Office	City Finances
013827	Supporting Gender Equity and Diversity in Vancouver City Council	THEREFORE BE IT RESOLVED THAT Council direct staff in the City Clerk's Office to establish an annual Gender, Diversity, and Intersectional Audit to examine how Vancouver City Council operates, and make recommendations for policy, bylaw, and convention changes to promote gender, diversity, and intersectional equity in Vancouver City Council including examining: • Descriptive statistics, including the volunteer reporting of gender identity, diversity, and intersectional representation amongst election candidates, elected members of council, non-elected support staff, and advisory bodies; • Infrastructure currently in place to support council members and staff with their work including building layouts and furnishings, access to childcare, safe spaces, inclusive artwork, chamber floor permissions, night sittings, parental leave, proxy voting, video conferencing, electronic voting, and washroom inclusivity and accessibility; • Policies...	Request to Staff			Report			City Council	Rosemary Haglwara	No	CMO - CC	City Administration
013797	Public Amenities and Equity in DCL-Waiver and Rental Re-Zoning Hot-Zones	Related to RTS 13795 E. THAT Council direct staff to report back on a strategy whereby Community Amenity Contributions (CACs)-exempt Development Cost Levies (DCLs)-waived hot zones could be considered for a timely, targeted public benefit strategy, notwithstanding the city-wide DCL policy or four-year capital planning exercises, and that this strategy:  a. be done in such a way as to inform the Vancouver Plan process; and  b. be inclusive of but not limited to public engagement, the public hearing process, and consider the participatory budget process should council chose to continue with this pilot.	Request to Staff			Report			City Council	Chris Clibbon	No	PDS	Community Planning
013795	Public Amenities and Equity in DCL-Waiver and Rental Re-Zoning Hot-Zones	Related to RTS 13797 G. THAT Council direct staff to map the list of waivers/exemptions relative to demonstrated and projected public benefit needs, in order to further illustrate where waivers occur in the city relative to where benefits may be needed as part the next (2021) Annual Report on Development Cost Levies (DCLs). D. THAT Council direct staff to begin as soon as possible or by Q1 2021 on all new applications receiving Community Amenity Contributions (CACs) exemption or Development Cost Levies (DCLs) waivers, including in writing with any report/recommendation the specific documentation of: a. the extent of nearby growth and projected growth, other proximate projects receiving exemptions or waivers; b. any identified public benefit needs as applicable, including but not limited to parks, traffic-calming, infrastructure, and placemaking; and c. any ...	Request to Staff			Report			City Council	Chris Clibbon	No	PDS	City Administration
013803	Taking Steps Toward a National Cost-Shared Universal Healthy School Food Program	Relates to RTS 13789, 13800, 13801 and 13802 F. THAT Council direct staff to write to Union of BC Municipalities' Health and Social Development Committee to share outcomes of this motion, and request follow-up on advocacy efforts and strategies arising from the USBCM approval of Vancouver's 2017 Resolution 8127: National School Food Program, which directed "... that USBCM and the Federation of Canadian Municipalities advocate for a Universal Healthy School Food Program to provincial and federal governments."	Request to Staff			Information Request			Information only	Sandra Nikolic	No	CMC	Healthy City

Report ID	Subject	Description	Status	Comment	Comment to Council	Report Type	Date Received	Due Date	Meeting Type	Assigned To	In-Camera	Service Group	Council Priority
013820	Limiting 2021 Property Tax Rate Increase to No More Than 5%	THAT Council ask staff to report on the motion entitled, "Limiting 2021 Property Tax Rate Increase to No More Than 5%", to a Budget workshop before the July Budget Outlook report as part of the City's 2021 budget development process with consideration for first finding efficiencies and cost savings across the organization that will inform multiple scenarios of property tax increases.	Request to Staff	s.13(1)		Other Report	s.13(1)		Information Only	Colin Knight	No	FRS	City Finance
013821	Safety for Residents with Precarious Status: Delivering Access without Fear	B. THAT Council direct staff to explore and report back in a public memo by the end of Q2 2020, on work underway to finish implementing the 2016 policy (as identified in the "Update: Access Without Fear Implementation" email and table sent from the City Manager to Mayor and Council on January 29, 2020).	Request to Staff			Information Request			Information Only	Sandra Singh	No	ACCS	Safe City
013821	Safety for Residents with Precarious Status: Delivering Access without Fear	H. THAT Council direct the Mayor to write to the federal Minister of Public Safety by April 15th to share the motion entitled, "Safety for Residents with Precarious Status: Delivering Access without Fear", to outline the impacts of the August CBSA raid for Vancouver's communities, and to ask that the CBSA revisit its investigation practices, particularly when there is no public safety risk and when working with racialized, marginalized, or vulnerable communities and to prioritize regularization of immigration status over deportation.	Mayor's Office			Mayor's Office			Mayor's Office	Lorraine Sebastian	No	Mayor's Office	Safe City
013820	Safety for Residents with Precarious Status: Delivering Access without Fear	G. THAT Council direct the Mayor to write to BC's Premier, Attorney General, and Ministers of Education, Health, and Labour to share the motion entitled, "Safety for Residents with Precarious Status: Delivering Access without Fear", to outline the impacts of the August CBSA raid for Vancouver's communities, reviewing their role in enabling the August CBSA raid and taking steps to prevent similar situations in the future, to ask that the province join the City of Vancouver and other municipalities by developing access without fear policies with an emphasis on healthcare, education, and employment standards.	Mayor's Office			Mayor's Office			Mayor's Office	Lorraine Sebastian	No	Mayor's Office	Safe City
013819	Safety for Residents with Precarious Status: Delivering Access without Fear	F. THAT Council direct the Mayor to write to the Vancouver Police Board, VPD's Chief Constable, and VPD's senior management to share the motion entitled, "Safety for Residents with Precarious Status: Delivering Access without Fear", for their review and feedback.	Mayor's Office			Mayor's Office			Mayor's Office	Lorraine Sebastian	No	Mayor's Office	Safe City
013816	Safety for Residents with Precarious Status: Delivering Access without Fear	E. THAT Council direct the Mayor to write to BC Housing to urge them to require that access to shelters and housing is not dependent on immigration status and that they maintain privacy of information related to access without fear policies.	Mayor's Office			Mayor's Office			Mayor's Office	Lorraine Sebastian	No	Mayor's Office	Safe City
013806	Water and Washrooms as a Human Right	D. THAT Council direct the Mayor to write to the Provincial Government advocating that they enshrine the human right to water and sanitation in provincial law, and advocate that the province stop issuing licenses to extract groundwater for commercial water bottling and/or for bulk water exports.	Mayor's Office			Mayor's Office			Mayor's Office	Lorraine Sebastian	No	Mayor's Office	Healthy City
013805	Water and Washrooms as a Human Right	C. THAT Council direct the Mayor to write to the Federal Government advocating that they enshrine the human right to water and sanitation in federal law, and advocating that they fulfill their responsibility to support municipal infrastructure by investing in a national water and wastewater infrastructure fund that would address the growing need to renew existing water and wastewater infrastructure and build new systems, and further advocating that public infrastructure funding only fund public projects.	Mayor's Office			Mayor's Office			Mayor's Office	Lorraine Sebastian	No	Mayor's Office	Healthy City



Report#	Subject	Description	Status	Comment	Comments to Council	Report Type	Date Requested	Due Date	Meeting Type	Assigned to	In-Charge	Service Group	Council Priority
013600	Taking Steps Toward a National Cost-Shared Universal Healthy School Food Program	<p>Related to RTS 13799</p> <p>B. THAT Vancouver City Council call on the Provincial Government to commit to an universal, cost-shared, healthy school food program for all K-12 students in BC, including an invitation to all parties represented in the Provincial Legislature to support a universal, cost-shared, healthy school food program, and to work with local non-profits and school communities to pilot and implement a flexible program that respects local conditions and food cultures, while promoting positive health and education outcomes:</p> <p>FURTHER THAT Council direct the Mayor, on behalf of Council, to write to the Premier and the Provincial Ministers responsible for school food, namely the Ministers of Education, Health, and Agriculture, to advise them of Council's endorsement and strong, ongoing support for an universal, cost-shared, healthy school food program for all K-12 students in BC, including a reference to the ...</p>	Mayor's Office	s.13(1)		Mayor's Office	s.13(1)		Mayor's Office	Lorraine Sebastian	No	Mayor's Office	Healthy City
013799	Taking Steps Toward a National Cost-Shared Universal Healthy School Food Program	<p>Related to RTS 13600</p> <p>A. THAT Vancouver City Council direct the Mayor, on behalf of Council, to write to the Prime Minister of Canada to encourage the Government of Canada to make the creation of a Cost-Shared Universal Healthy School Food Program a top priority for the national agenda of the 43rd Parliament in 2020, consistent with the leadership already shown by the Government of Canada in working to create a national food policy, with copies of the letter sent to the Premier of British Columbia and the Provincial Ministers responsible for school food, namely the Ministers of Education, Health, and Agriculture;</p> <p>FURTHER THAT Council's letter to the Prime Minister should reference the City and Council's strong support for the Federal Government to work with the Provinces, Territories, Indigenous communities, and non-profit groups to create a Cost-Shared Universal Healthy School Food Program that ensures all school children learn basic food skills and have access...</p>	Mayor's Office			Mayor's Office			Mayor's Office	Lorraine Sebastian	No	Mayor's Office	Healthy City
013826	Providing Free Menstrual Products in City of Vancouver Civic Facilities Washrooms	<p>A. THAT Council direct staff to explore a plan for providing free menstrual products in civic facilities ensuring no one person will feel stigmatized in accessing the products as needed.</p> <p>B. THAT Council direct staff to consider funding initiatives including, but not limited to, partnerships with manufacturers of menstrual products, non-profit organizations and funding available from senior governments.</p> <p>C. THAT staff report back to Council on A and B above with any recommendations on or before Q4 2020.</p>	Request to Staff			Report			Standing Committee on Policy and Strategic Priorit	Paul Hsu	No	REFM	Cleanest City



Report #	Subject	Description	Status	Comment	Comment to Council	Report Type	Date Requested	Due Date	Meeting Type	Assigned to	In Camera	Service Group	Council Priority
012326	Rewilding Vancouver: Ecosystem Restoration Action Plan 2030	<p>THEREFORE BE IT RESOLVED THAT Council direct staff to report back by Jul 2020, in conjunction with the report back from staff on Big Move B: Restored forests and coasts, with a scope of work for the development of a 10-year Ecosystems Restoration Action Plan that:</p> <ul style="list-style-type: none"> <li>i. incorporates all relevant ongoing City of Vancouver strategies into one Action Plan including, the Greenest City 2020 Action Plan 2.0, the Urban Forest Strategy, the Raincity Strategy, the Vancouver Bird Strategy, the Watershed Revival Plan, the Healthy City Strategy, and Big Move 6 (Restored forests and coasts) from the Climate Emergency Action Plan;</li> <li>ii. Includes a commitment for Vancouver to work towards being certified as a "Salmon-Safe" city;</li> <li>iii. Includes a commitment for Vancouver to work towards being certified as a Bird City;</li> <li>iv. Includes the creation of a natural asset management plan;</li> <li>v. Will be incorporated as part of the Vancouver Plan; and</li> <li>vi. Supports a regional ecosystem advisory council that ..</li> </ul>	Request to Staff	S.13(1)		Report	S.13(1)		City Council	Doug Smith	No	PDS	Greenest City
012804	Water and Washrooms as a Human Right	<p>B. THAT Council direct staff to prepare a report on the necessary policy and by-law amendments required to align city services with a human rights centric approach to water and sanitation services. Such a report should pay particular attention to:</p> <ul style="list-style-type: none"> <li>a. Applying a human rights framework to its application of applicable by laws;</li> <li>b. Providing an update on Council's 2009 ban on the sale of bottled water in municipal facilities and events, and a plan to phase out the sale of bottled water, while increasing the availability of public water fountains and water bottle filling stations;</li> <li>c. Improving public access to washroom facilities, including advocating for universally accessible washroom facilities in transit hubs and high-foot traffic areas, and improved wayfinding signage and digital mapping;</li> <li>d. Considering relevant safety and accessibility concerns for Vancouver residents most vulnerable to the opioid crisis;</li> <li>e. How this work...</li> </ul>	Request to Staff			Report			Standing Committee on Policy and Strategic Priorit	Daniel Roberge	No	ENG	Healthy City
013802	Taking Steps Toward a National Cost-Shared Universal Healthy School Food Program	<p>Relates to RTS 12801</p> <p>E. THAT Vancouver City Council direct staff to report back with the next update of the Healthy City Strategy with recommendations of ways in which the City and City staff could work with their respective counterparts in other B.C. municipalities in order to share data that may be relevant to food matters and to support each other in advocacy efforts toward a universal, cost-shared, healthy school food program.</p>	Request to Staff			Report			Standing Committee on Policy and Strategic Priorit	Sandra Singh	No	ACCS	Healthy City

Report#	Subject	Description	Status	Comments	Comments to Council	Report Type	Date	Due Date	Meeting Type	Assigned to	In Camera	Service Group	Council Priority
013801	Taking Steps Toward a National Cost-Shared Universal Healthy School Food Program	Relates to RTS 13802  C. THAT Vancouver City Council direct staff to report back to Council, prior to the 2021 City of Vancouver Budget deliberations, regarding the status of, and funding requirements of, the Vancouver School District's existing food program(s) for the 2021/22 school year;  FURTHER THAT Council direct staff to convey Council's support and encouragement to the School District for the creation of its "holistic 10 Year Vision and Food Framework" and to note the opportunity for the City and the School District to explore potential partnerships and alignments on shared objectives relating to food, food security, and the fostering of healthy communities within the city in the larger context of an anticipated Universal Healthy School Food Program.	Request to Staff	s.13(1)		Report	s.13(1)		Standing Committee on Policy and Strategic Priorit	Sandra Singh	No	ACCS	Healthy City
013832	Safety for Residents with Precarious Status: Delivering Access without Fear	Relates to RTS 13831  D. THAT Council direct staff to explore and report back by the end of 2020 with a budget and timeline for options to strengthen the Access to City Services Without Fear (ACSWF) policy and guidelines in 2021, including identifying and recommending any necessary or additional resources, such as staffing or additional funding for new initiatives, in order to fully implement or strengthen the ACSWF policy and to adopt best practices from sanctuary cities (e.g. providing City ID cards, legal advice, etc.). I. Amending City of Vancouver grant eligibility requirements to read: "be accommodating, welcoming and open to people of all . . . migration status, and socio-economic conditions, in their policies, practices and programs".  II. Mandating migrant rights training for staff as part of the business licence approval process.  III. Inviting input from relevant advisory committees; and  IV. Requiring City-funded programs to ensure that access is not dependent on ...	Request to Staff			Report			Standing Committee on City Finance and Services	Sandra Singh	No	ACCS	Safe City
013839	COVID-19 Pandemic Impacts: Financial Update and Short-Term Actions	B. THAT Council request the Province to delay the remittance due date for other taxing authorities' requisitions to after September 2, 2020, including the Provincial School Taxes, Translink, Metro Vancouver, BC Assessment, and Municipal Finance Authority BC, such that the City does not have to prioritize the use of City working capital, reserves and/or borrowing to pay senior and regional government and agencies before actual tax collection.	Mayor's Office			Other Report			Mayor's Office	Lorraine Sebastian	No	Mayor's Office	City Finances
013840	COVID-19 Pandemic Impacts: Financial Update and Short-Term Actions	D. THAT, in response to the unique circumstances created by the COVID-19 pandemic including uncertainty about the ability to secure Provincial operating grants, decreased revenues the City is currently experiencing on a weekly basis, and the potential for property tax delinquency due to economic hardship, Council direct staff to prepare and bring forward to Council by as soon as possible by May 2020 s.13(1) options for consideration that will enable the City or Vancouver to achieve a balanced 2020 Operating Budget, and mitigate anticipated reduced revenue and include the following: I. that such options take into account information from the Federal Government that COVID-19 related restrictions will continue at least through to the end of Summer, and that some level of COVID-19 response measures are likely to be in place for the remainder of 2020. II. that the report include and provide Council with a summary of Capital Projects including...	Request to Staff			Report			City Council	Colin Knight	No	FRS	City Finances

Report#	Subject	Description	Status	Comment	Comment to Council	Report Type	Date Requested	Due Date	Meeting Type	Assigned to	In-Camera	Service Group	Council Priority
<u>013853</u>	Ensuring All Vancouver Residents Can Comply With Public Health Guidance	<p>A. THAT Council publicly express appreciation for the Provincial Government and BC Housing's ongoing work to provide housing and other supports for unhoused and systemically vulnerable Vancouver residents during Covid-19.</p> <p>B. THAT Council direct the Mayor to continue advocating on behalf of unhoused and systemically vulnerable Vancouver residents, including advocating strongly that the Province of British Columbia acquire enough hotel rooms, apartments, or other housing as soon as possible, to offer to all unhoused people in Vancouver so they have the same opportunity for self-isolation as people with homes.</p> <p>C. THAT Council direct staff to work with provincial and federal partners to support an urgent expansion of permanent social housing in all neighbourhoods of Vancouver, including by contributing city-owned land, so that residents temporarily housed during Covid-19 aren't moved back onto the street when physical distancing requirements are relaxed.</p>	Request to Staff	s.13(1)		Information Request	s.13(1)		Information Only	Sandra Nikolic	No	CMO	Safe City
<u>013856</u>	Strengthening Representative Democratic Practices in Vancouver	<p>THEREFORE BE IT RESOLVED THAT Council direct City staff to prepare and bring back to Council for consideration, at the next possible Council meeting including required notice (May 26, 2020), amendments to the Procedure By-law that authorize individuals providing public comments, as speaker, by email, or on paper, related to items of Council meetings, Standing Committees, and Public Hearings be requested to state the following:</p> <p>Their full name;</p> <p>Whether they are a resident of the City of Vancouver, or are non-resident.</p>	Request to Staff			Information Request			City Council	Rosemary Hagihara	No	CMO - CC	Community Planning
<u>013854</u>	Original Low Carbon Rezoning Condition for Occupancy of Children's and Women's Hospital	<p>B. THAT Council direct staff to work with the Provincial Health Services Authority, and other organizations as may be appropriate, to include deep carbon reduction options within future business case development and energy planning activities for the Children's and Women's Health Centre.</p>	Request to Staff			Report			Standing Committee on Policy and Strategic Priorit	Patrick Enright	No	PDS	Greenest City
<u>013855</u>	Climate Emergency Requirements for New Housing 3-Storeys and Under	<p>C. THAT Council instruct staff to develop recommendations to complement the climate and energy efficiency requirements in A above to ensure that useable space inside a new home is not reduced as a result of the increased space needed for zero emission mechanical equipment, and interior height is not reduced as a result of the roof thickness required for additional insulation in typical assemblies.</p> <p>D. That Council direct staff to work with Vancouver Heritage Foundation and stakeholders to update the Bulletin 2014-007 "Conservation of Heritage Buildings and Compliance with Vancouver's Building By-law", to ensure that there is flexibility in the requirements, for modest renovations and additions for heritage and character homes that achieve retention goals, enabling approaches that are compatible with a historic building.</p>	Request to Staff			Report			Standing Committee on Policy and Strategic Priorit	Chris Higgins	No	PDS	Housing
<u>013860</u>	West End Journal's Questions to the City	<p>Requested by Councillor Carr at the Council meeting on May 12, 2020.</p> <p>Requested a report back on questions posed by the West End Journal regarding West End Homeless Shelters and Quarantines, as posted on the Journal's website.</p>	Request to Staff			Information Request			Information Only	Mary Clare Zak	No	CMO	Community Planning
<u>013870</u>	Update on Micro-wedding bookings	<p>Councillor De Genova requested an update on the number of micro-weddings that have been booked at City hall.</p>	Request to Staff			Information Request			Information Only	Lesley Matthews	No	CMO	Community Planning

Report #	Subject	Description	Status	Comment	Comment to Council	Report Type	Date Requested	Date Due	Meeting Type	Assigned to	Reviewed	Sign-off Group	Council Priority
013967	Additional By-laws for Empty Homes Councilor Fry added E: Tax Cost Recovery	E. THAT Council instruct the Director of Legal Services to recommend to Council any additional by-laws necessary for cost recovery and/or penalties of otherwise frivolous, dilatory, fraudulent or dishonest appeal of late filing of property status declaration resulting for Extraordinary Circumstances or otherwise, and that conditions of this by-laws be presented for public information on the Empty Homes Tax webpage,	Request to Staff	s.13(1)		Report	s.13(1)		City Council	Jaila Aspinall	No	LAW	Housing



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Report #	Subject	Description	Report Type	Meeting Date	Meeting Type	Service Group	Council Priority	Complexity	Risk	Meeting Theme
013642	Legionella Prevention - Vancouver Building By-law Amendments	- ALL fatalities associated with waterborne outbreaks in the United States (2013-2014) were attributable to Legionella. - Legionnaires' disease is not acquired from drinking water, but exposure to mist. Buildings with systems that aerosolize water - such as cooling towers and decorative features - can disperse Legionella. - Proposed approach: 1) adopt 2020 National Building Code amendments; 2) require maintenance logs; 3) require testing and reporting of Legionella pneumophila as a validation of maintenance, with prescribed actions to exceedances.	Report	2020-06-08	City Council	Development, Buildings and Licensing	Greenest City	2	2	Housing
013664	Closure and Sale of a Portion of Lane Adjacent to 1976 and 1990 Stainsbury Avenue	-This report seeks Council authority to close, stop-up and convey to the owner of 1956 to 1990 Stainsbury Avenue approximately 184.5 square metre portion of abutting lane in conjunction with a rezoning application to allow for the construction of a five storey residential building containing 80 rental housing units under the MIRHP Program. -The authority for closing and disposing of streets and lanes is set out in Sections 180, 281 and 281A of the Vancouver Charter.	Report	2020-06-08	City Council	Engineering	Housing	2		Housing
013649	Cultural Amenity density bonus - 1016 W 7th Ave & Artist Studio Award lease extension	-Seeking Council approval of Development Permit Board approved density bonus, as per District Schedule C-3A: City-owned Cultural Amenity in exchange for increased density at 1016 West 7th Avenue. -Extension of Artist Studio Award leases for 7 existing tenants to 2021 (total 4 year tenancy)	Report	2020-06-08	City Council	Arts, Culture and Community Services	Arts & Culture	1	2	Housing
013785	Vancouver Heritage Foundation Board - Annual Report 2019	VHF Board annual report for 2019 and approval of a grant payment for 2020, as per the 2020-2022 Operating Agreement	Report	2020-06-08	City Council	Planning, Urban Design and Sustainability	Community Planning	1	1	Housing
013686	Indigenous Healing and Wellness		Report	2020-06-10	Standing Committee on City Finance and Services	Arts, Culture and Community Services	Reconciliation	3	3	Reconciliation
013594	Presentation: Missing and Murdered Indigenous Women and Girls		Presentation	2020-06-10	Standing Committee on City Finance and Services	Arts, Culture and Community Services	Reconciliation	3	3	Reconciliation
013687	Market Rental Co-op		Report	2020-06-23	City Council	Planning, Urban Design and Sustainability	Housing	3	3	Housing
013685	Presentation: Mayor's Overdose Task Force Update		Presentation	2020-06-23	City Council	Arts, Culture and Community Services	Healthy City	3	3	Housing
013667	Additional By-laws for Empty Homes Tax Cost Recovery	Councillor Fry added E:  E. THAT Council instruct the Director of Legal Services to recommend to Council any additional by-laws necessary for cost recovery and/or penalties of otherwise frivolous, dilatory, fraudulent or dishonest appeal of late filing of property status declaration resulting for Extraordinary Circumstances or otherwise, and that conditions of this by-law be presented for public information on the Empty Homes Tax webpage.	Report	2020-06-23	City Council	Legal Services	Housing	3	3	Housing
013537	Rental Incentive - Projected Number Secured Rental Homes	B. THAT Council receives for information the Rental Incentive Programs Administration Bulletin, generally as contained in Appendix B of the Report dated November 15, 2019, entitled "Rental Incentives Review Phase I Report Back". FURTHER THAT Council direct staff to report back to Council with the projected number of secured rental tenure homes the Rental Incentive Review Phase II recommendations are projected to deliver.	Report	2020-06-23	City Council	Planning, Urban Design and Sustainability	Housing	3	3	Housing
013782	Community Housing Incentive Program (CHIP) Grant Request 1	Staff anticipate bringing forward a number of individual grant applications in the initial roll out of the Community Housing Incentive Program (CHIP). This report recommends approval of a grant through CHIP for the creation of a to-be-determined number of social housing units and site(s).	Report	2020-06-23	City Council	Arts, Culture and Community Services	Housing	2	2	Housing
013653	Expense Reimbursement Enhanced Training and Childcare Subsidy for Advisory Committees and Child Minding during Council Meetings	Relates to RTS 13659 and RTS 13660 Full Title: Policy Options to Cover Expenses of Advisory Committee Members Report Back requested at Feb 27/Mar 5/Mar 6 meeting (Item 3, part M)	Report	2020-06-23	City Council	City Clerk's Office	City Administration	2	2	Housing
012583	Urban Forest Strategy and Tree By-law Update	PPT Presentation - for information. The UFS Update will include excerpts from the newly completed UFS Summary Document produced jointly by Park Board & the Planning Dept., etc	Presentation	2020-06-23	City Council	Planning, Urban Design and Sustainability	Greenest City	2	2	Housing
013680	REFERRAL - Rezoning - 9031 Dunbar Street	-Application for two new residential market rental buildings in three storey townhouse forms containing 9 units in total. -Would provide 9 family units (2 - 4 bedrooms). -Project complies with the Affordable Housing Choices Interim Rezoning Policy. -Report recommends approval with conditions, including securing a Housing Agreement.	Referral Report	2020-06-23	City Council	Planning, Urban Design and Sustainability	City Administration	1	2	Housing
013678	REFERRAL - Rezoning - 4750 Granville Street	- Application for a four storey apartment building containing 31 secured market rental residential units. - Project complies with the Affordable Housing Choices Interim Rezoning Policy. - Report recommends approval with conditions, including securing a Housing Agreement.	Referral Report	2020-06-23	City Council	Planning, Urban Design and Sustainability	City Administration	1	2	Housing

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Report #	Subject	Description	Report Type	Meeting Date	Meeting Type	Service Group	Council Priority	Complexity	Risk	Meeting Theme
<a href="#">013874</a>	REFERRAL - CD-1 Rezoning: 1425 and 1451 East 12th Avenue	Rezone 1425 and 1451 East 12th Avenue from RM-11N to CD-1 to permit two buildings each at 6-stories with a combined total of 157 social housing units for seniors, under the Grandview-Woodland Community Plan. A height of 23.7 m (77.8 ft) and an FSR of 2.47 are proposed. Staff have reviewed the application and conclude the proposed development generally meets the intent of the Grandview-Woodland Community Plan.	Referral Report	2020-06-23	City Council	Planning, Urban Design and Sustainability	City Administration	1	2	Housing
<a href="#">013877</a>	REFERRAL - Rezoning: 809-889 West 33rd Avenue	The City of Vancouver has received an application to rezone 809-889 West 33rd Avenue from RS-1 (One-Family Dwelling) District to RM-BA (Multiple Dwelling) District to allow for stacked townhouses or rowhouses up to three storeys fronting the street at 1.2 FSR.	Referral Report	2020-06-23	City Council	Planning, Urban Design and Sustainability	City Administration	1	1	Housing
<a href="#">013875</a>	REFERRAL - CD-1 Rezoning: 2735 East Hastings Street	• Application to rezone 2735 East Hastings Street, from C-2C1 to CD-1 to permit development of a six-storey mixed use building with 63 secured market rental units. • Rezoning considered under the Secured Rental Policy • Rezoning would permit a density of 3.88 FSR and a height of 21.1 m (69.3 ft).	Referral Report	2020-06-23	City Council	Planning, Urban Design and Sustainability	City Administration	1	1	Housing
<a href="#">013872</a>	REFERRAL - CD-1 Rezoning: 4506 Rupert Street, 3308 Price Street	• Application to rezone 4506 Rupert Street, 3308 Price Street, from C-1 and RS-1 to CD-1 to permit development of 5-storey mixed use building, under the Secured Rental Policy. • Building includes 51 secured market rental units, four commercial units, and density of 2.30 FSR, height of 15.1 m (49.52 ft).	Referral Report	2020-06-23	City Council	Planning, Urban Design and Sustainability	City Administration	1	1	Housing
<a href="#">013871</a>	REFERRAL - CD-1 Rezoning: 525-526 West 37th Avenue	• CD-1 Rezoning to increase the floor space ratio (FSR) from 0.75 to 2.44 and the maximum building height from 3.0 m (9.8 ft) to 20.2 m (66.2 ft) to permit the development of a six-storey residential building containing 22 studio-titled units.	Referral Report	2020-06-23	City Council	Planning, Urban Design and Sustainability	City Administration	1	1	Housing
<a href="#">013747</a>	ASP acceptance reports - 1555 Robson Street	This report seeks Council approval for the acquisition of a social housing airspace parcel at 1555 Robson Street. Under the Vancouver Charter, Council approval is required for the acquisition of the social housing airspace parcel.	Report	2020-06-23	City Council	Arts, Culture and Community Services	Housing	1	1	Housing
<a href="#">013745</a>	ASP acceptance reports - 1485 Davie St.	This report seeks Council approval for the acquisition of a social housing airspace parcel at 1485 Davie Street. Under the Vancouver Charter, Council approval is required for the acquisition of the social housing airspace parcel.	Report	2020-06-23	City Council	Arts, Culture and Community Services	Housing	1	1	Housing
<a href="#">013682</a>	REFERRAL - New Rental Tenure District Schedules for Rezoning Under the Secured Rental Policy	• Amendments to the Zoning and Development By-law to introduce a set of new residential rental tenure zoning district schedules intended for use in future rezoning under the Secured Rental Policy in eligible low density transition areas. • New schedules would enable future rezoning applications for secured market and below-market rental to be streamlined and simplified, provide additional clarity on development potential and avoid need for custom CD-1s in most cases. • Targeted public hearing date of May 28, 2020.	Referral Report	2020-06-23	City Council	Planning, Urban Design and Sustainability	City Administration	1	1	Housing
<a href="#">013845</a>	REFERRAL - Amendment to the Zoning and Development By-law in C-2 Zones for Rental Housing	• Amendments to the Zoning and Development By-law for C-2, C-2B, C-2C, and C-2C1 district schedules (in areas outside of recent/upcoming community plans) to conditionally allow increases in building height and density for rental tenure use. • Minor administrative amendments to C-2, C-2B, C-2C, and C-2C1 district schedules in the Zoning and Development By-law, applicable to all development. • Targeted public hearing date of May 28, 2020.	Referral Report	2020-06-23	City Council	Planning, Urban Design and Sustainability	City Administration	1	1	Housing
<a href="#">013878</a>	Flexible, Innovative and Expedited Patio Permitting	Staff report back on possible opportunities to create common-style eating spaces with additional chairs, benches or tables on public plazas or public spaces, that can enable outdoor eating areas to support different takeout or quick service restaurants and cafes in various neighbourhoods and commercial districts, ensuring they are accessible to those who use wheelchairs, mobility scooters and other mobility devices, and with consultation with impacted Business Improvement Associations as may be appropriate (recognizing previous Council motions such as Celebrating Italian Culture: Welcome Signage in Little Italy and a Pilot Program for an Italian Piazza in Vancouver as it relates to Commercial Drive).	Report	2020-09-23	City Council	Engineering	Safe City	3	3	Housing
<a href="#">013885</a>	City of Reconciliation Update 2020		Report	2020-05-24	Standing Committee on Policy and Strategic Priorities	City Manager's Office	Reconciliation	3	3	Economic Development

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Report #	Subject	Description	Report Type	Meeting Date	Meeting Type	Service Group	Council Priority	Complexity	Risk	Meeting Theme
<u>013734</u>	Independent Auditor General Sub-Committee	A. THAT Council authorize the creation of an informal working group, in advance of a sub-committee being formed, not intended to constitute a committee called the Municipal Auditor General Informal Working Group. B. THAT the Terms of Reference for the Municipal Auditor General Informal Working Group be as follows: i) To freely consult with and seek recommendations, information, and advice from such bodies as the Canadian Audit and Accountability Foundation (CAAF), as well as other relevant authorities (e.g., consultation with BC's Auditor General for Local Government, offices of Auditors General across Canada, etc.), including a pre-approved budget of up to \$50,000 to formally engage the CAAF as a consulting body to prepare draft Terms of Reference for, and operational recommendations specific to, the establishment of an Independent Auditor General Office in the City of Vancouver, with engagement of CAAF to be facilitated with support from the office of the City Manager or ...	Report	2020-06-24	Standing Committee on Policy and Strategic Priorit	City Clerk's Office	City Administration	3	3	Economic Development
<u>013491</u> <b>s.13(1)</b>	Increasing Affordable Housing Options through Character House Incentives in RS Zones	Staff report back to Council in Q1 of 2020 on measures to further incentivize retention of character houses	Report	2020-06-24	Standing Committee on Policy and Strategic Priorit	Planning, Urban Design and Sustainability	Housing	3	3	Economic Development
<u>013751</u>	Funding Application to the BC Community Emergency Preparedness Fund	- A resolution of Council is required as part of a funding application to the Community Emergency Preparedness Fund (CEPF). - The CEPF is an excellent opportunity to access senior government funding in support planning efforts for design of shoreline flood protection infrastructure. - It is recommended that Council approve a funding application to the CEPF, Flood Mitigation Planning stream, for \$150,000 to fund the Engineering Design Reference for Shoreline Flood Protection Project.	Report	2020-06-24	Standing Committee on Policy and Strategic Priorit	Engineering	Community Planning	1	1	Economic Development
<u>013676</u>	SBAH - Applicant Request for Reconsideration of Refused Sign Permit 31-2019-00762	Applicant seeking reconsideration of sign permit relaxation decision to allow unlimited copy (sequentially adjusted lights) on a sign projecting sign at Nelson and Granville St. Application refused on March 26, 2020. Recommended that the Dir. of Planning decision be upheld.	Report	2020-06-30	Special Council	Planning, Urban Design and Sustainability	City Administration	2	2	**
<u>013200</u>	REPORT BACK: Climate Emergency Response-Accelerated Actions & GCAP Update	Amended Report Recommendations from CFS April 24&25, 2018 Report back by fall 2020 on Accelerated Actions related to the Climate Emergency Response presented to Council. Report to be combined with annual Greenest City Update.	Report	2020-07-07	City Council	Planning, Urban Design and Sustainability	Greenest City	4	4	Equity
<u>013733</u>	Transportation Report Back (Full Survey)		Report	2020-07-07	City Council	Engineering	Transportation	3	3	Equity
<u>013700</u>	Poverty Reduction Plan		Report	2020-07-07	City Council	Arts, Culture and Community Services	Safe City	3	3	Equity
<u>013669</u>	Presentation: Anti-Black Racism		Presentation	2020-07-07	City Council	Arts, Culture and Community Services	Safe City	3	3	Equity
<u>013536</u>	Rental Incentives - Opportunities and Displacement	D. THAT staff to consolidate opportunities for rental enabled under the Affordable Housing Choices Interim Rezoning Policy (AHC IRP) into the Secured Rental Policy as a pilot on a time-limited basis with applications to be accepted until June 10, 2022, and formally close the AHC IRP to new applications; and prepare a report for consideration for referral to a public hearing proposing amendments to the Zoning and Development By-law to create new standardized zoning districts for residential rental tenure, for use in future rezoning applications for RS and RT zoned sites in low density transition areas that are on and near arterial roads and close to parks, schools and shopping areas, as generally described in policy 2.4 of the Secured Rental Policy. THAT staff monitor and report back regularly to Council on any impact proposed new zoning districts for residential rental tenure will have on rental displacement etc. THAT Staff assess the risk of tenant displacement (see mins p.17) THEREFORE BE IT RESOLVED THAT City Council direct staff to collaborate with the Vancouver School Board and report back on recommendations for improving transportation safety in Vancouver's school zones, while actively promoting walking or rolling to schools. Report to include: a. A review, in concert with reports on the Greenways and Slower, Safer Streets programs, of current infrastructure and City policies pertaining to pedestrian and cyclist safety around Vancouver's schools; any necessary infrastructure or policy changes to ensure increased safety of children, staff and families; and proposed budgets and timelines; b. Engagement and consultation with the public, schools and Parent Advisory Councils (PACs), the District Parent Advisory Council (DPAC), local and Provincial Public Health authorities, and the City's Transportation Advisory Committee, as integrated with and complementary to the city-wide planning process; c. Specific standards that can be applied to all schools	Report	2020-07-07	City Council	Planning, Urban Design and Sustainability	Housing	3	3	Equity
<u>013457</u>	Transportation Safety Program		Report	2020-07-07	City Council	Engineering	Transportation	3	3	Equity

Based on RTS and Council Themes as of February 10, 2020



## Council Reports - February to December, 2020

Report #	Subject	Description	Report Type	Meeting Date	Meeting Type	Service Group	Council Priority	Complexity	Risk	Meeting Theme
013388	Historical Discrimination Against People of South Asian Descent in Vancouver	THAT Council refer the motion entitled "Historical Discrimination Against People of South Asian Descent in Vancouver" to the Racial and Ethno-Cultural Equity Advisory Committee to provide recommendations to Council on the historical discrimination against the South Asian community in Vancouver. FURTHER THAT Council direct staff to work with the Racial and Ethno-Cultural Equity Advisory Committee and report back with recommendations coming from that work as soon as possible, or by early 2020.	Report	2020-07-07	City Council	Arts, Culture and Community Services	Reconciliation	3	3	Equity
013248	REPORT BACK - Gendered Intersectional Strategy	Report Recommendation approved at CFS May 28/19 Report title: Interim Report - Women's Equity and Trans, Gender Variant and 2-Spirit Inclusion Link to motion as approved (page 5) - C <a href="https://council.vancouver.ca/20190528/cfscc20190528ag.htm">https://council.vancouver.ca/20190528/cfscc20190528ag.htm</a> June 20, 2019 - Council directed staff to report in Q4 2019 with update to Punjab Market Council declared May 31, 2020 - 50th anniversary of Punjab Market, directed staff to "Identify quick-wins, budget, resources and potential partnerships"	Report	2020-07-07	City Council	Arts, Culture and Community Services	Healthy City	3	3	Equity
013413	Punjab Market - Work to Date & 50th Anniversary	June 20, 2019 - Council directed staff to report in Q4 2019 with update to Punjab Market Council declared May 31, 2020 - 50th anniversary of Punjab Market, directed staff to "Identify quick-wins, budget, resources and potential partnerships"	Report	2020-07-07	City Council	Planning, Urban Design and Sustainability	City Finances	2	2	Equity
013334	Women's Equity Strategy 2018 - 2026; Progress to Date	Progress Report & Phase 2 Recommendations, Proposed Mtg Date: February 2020	Report	2020-07-07	City Council	Human Resources	Healthy City	2	2	Equity
013701	Vancouver Plan: End of Phase I		Report	2020-07-08	Standing Committee on City Finance and Services	Planning, Urban Design and Sustainability	Community Planning	3	3	Community Planning
012886	Georgia Gateway West Planning Recommendations	The report supports City objectives to improve transit reliability and improve safety for those walking, biking and driving by reconsidering the efficiency and safety of the existing road space allocation.	Report	2020-07-08	Standing Committee on City Finance and Services	Engineering	Transportation	3	3	Community Planning
013733	Including Pedestrians in Vancouver's Snow Protocol and Response	A. THAT Council direct staff to identify High Priority Pedestrian Areas and Sidewalks in the city and report back before Council's summer break, with information and recommendations for incorporating these areas and sidewalks into the City's Snow Protocol and Response Strategy, in accordance with the topmost priority accorded to walking in the City's hierarchy of transportation modes, the City's Complete Streets Strategy, Equity goals, and Climate Emergency Response actions and objectives; FURTHER THAT staff engage with the Seniors' Advisory Committee as well as the Persons with Disabilities Advisory Committee as well as any others deemed beneficial, for their feedback and input. B. THAT Council direct staff to include information in the report back outlining the City's responsibilities and obligations with respect to identified High Priority Pedestrian Areas and Sidewalks, along with the respective responsibilities and obligations of adjacent private property owners and/or their ...	Report	2020-07-08	Standing Committee on City Finance and Services	Engineering	Safe City	3	3	Community Planning
013676	Community Amenity Contributions (CAC) Policy Update	Relates to RTS 13677 and 13678  C. THAT Council instruct staff to notify landowners and in-stream rezoning applications of the City's intent to increase CAC Targets in the Little Mountain Adjacent and Southeast False Creek M-2 zoned areas to \$47.00 and \$87.00 per sq.ft. respectively, and report back on an implementation plan in July 2020.	Report	2020-07-08	Standing Committee on City Finance and Services	Planning, Urban Design and Sustainability	City Finances	3	3	Community Planning
013533	Six-Year Progress Update of the Downtown Eastside Plan	The Downtown Eastside (DTE) Plan was adopted by Council in 2014 and included direction for staff to track and report back on implementation progress every three years. March 2020 will mark the sixth year of plan implementation and the second progress report back to Council. Staff will outline progress of the Plan action items and targets, and community input gathered regarding plan priorities. DTE's Capital Grant projects which align with plan goals and public feedback will be brought forward for consideration of Council.	Report	2020-07-08	Standing Committee on City Finance and Services	Planning, Urban Design and Sustainability	Community Planning	2	2	Community Planning
013631	2020 Debenture Program	To seek Council's authority to issue up to ~\$125 Million of City of Vancouver debentures to finance the City's capex program. The issuance can be either as regular debentures or green bonds. On issuance, likely Q3-Q4 2020, a memo will be issued to Mayor and Council to notify them of amount raised, term and rate.	Report	2020-07-08	Standing Committee on City Finance and Services	Finance, Risk and Supply Chain Management	City Finances	1	2	Community Planning
013593	2020 Cultural Grants (Theatre Rental)	That Council approve Theatre Rental Grants to 50 cultural organizations for use of Vancouver Civic Theatre venues for performances during the 2020/21 seasons.	Report	2020-07-08	Standing Committee on City Finance and Services	Arts, Culture and Community Services	Arts & Culture	1	1	Community Planning
5.13(1)										
013623	2021-2025 Budget Outlook	This report will present the initial 2021-2025 budget Outlook that includes up-front budget direction early in the budget process. The Vancouver Charter requires that the Director of Finance present budget estimates of revenues and expenditures to Council no later than April 30 each fiscal year. Council practice is to consider and approve the budget in December of the prior year.	Report	2020-07-20	City Council	Finance, Risk and Supply Chain Management	City Finances	4	4	City Finances

Based on RTS and Council Themes as of February 10, 2020

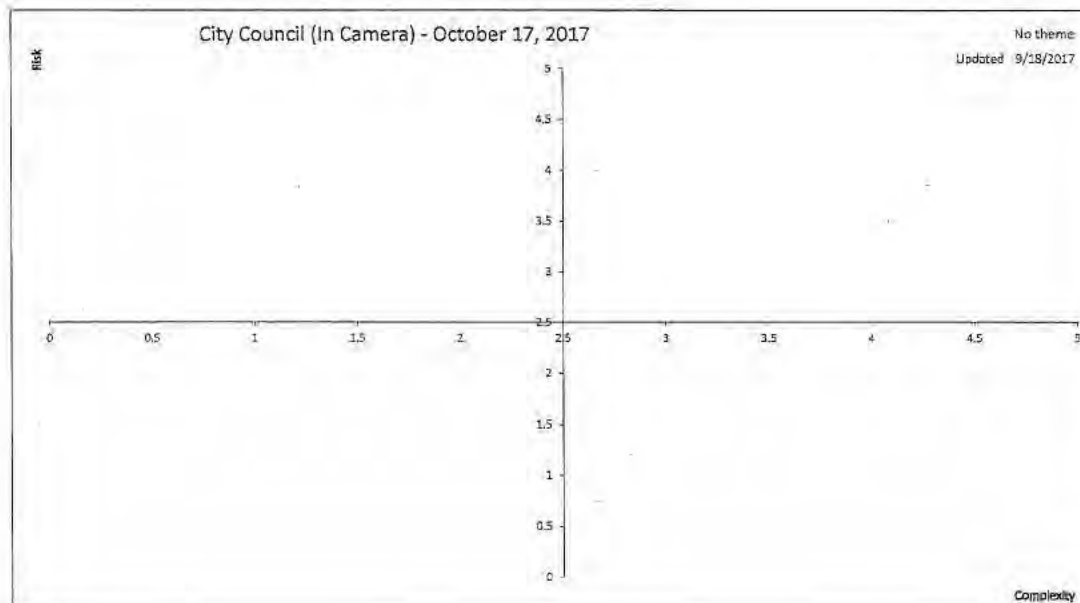


## Council Reports - February to December, 2020

Report #	Subject	Description	Report Type	Meeting Date	Meeting Type	Service Group	Council Priority	Complexity	Risk	Meeting Theme
013661	2020 Annual Inflationary Rate Adjustments to Density Bonus Contributions	- Referral to public hearing report seeking Council approval for an annual inflationary adjustment to Density Bonus Zones to be effective September 30, 2020. Based on the Council-adopted inflationary index. Public Hearing to be scheduled on Sept 15th. - Covid-19 economic recovery efforts, senior management feedback & stakeholder feedback will inform direction on this work	Report	2020-07-21	City Council	Planning, Urban Design and Sustainability	City Finances	3	3	City Finances
013497	Extinguishing Consumer Fireworks	VFRS, VPD and DBL staff to report back in 2020 on a plan to ban the retail sale of consumer fireworks to the public by 2021.	Report	2020-07-21	City Council	Fire & Rescue Services	Safe City	3	3	City Finances
013445	Reimbursement of Councillor's Legal Costs for Code of Conduct Complaints Where Vancouver City Council Member is Not at Fault	A. THAT Council direct staff to review the operation of the current Code of Conduct and report back with recommendations to Council as to how the Code of Conduct could be improved to better promote and enforce ethical standards. B. THAT Council direct staff to also consider the inclusion of provisions for the reimbursement of legal costs for Mayor and Councillors who are complainants or respondents in a Code of Conduct complaint. C. THAT, in reviewing the Code of Conduct and developing recommendations as provided for in A and B above, Council direct staff to consider: i) best practices in ethics regimes; and ii) ethics regimes implemented in other Canadian jurisdictions.	Report	2020-07-21	City Council	Legal Services	City Administration	3	3	City Finances
013520	Quarterly Capital Budget Adjustments and Closures	To provide Council with recommended quarterly 2020 Capital Budget adjustments and capital project closures.	Report	2020-07-21	City Council	Finance, Risk and Supply Chain Management	City Finances	2	2	City Finances
013594	Childcare Operator Appointment for 5 Upcoming Sites	Staff to make recommendations on non-profit operators for five new childcare centres that are in the process of development: David Lloyd George Elementary School (68 spaces), Fraser Commons (37 spaces) 1444 Albem Street (56 spaces), Coal Harbour Elementary School (63 spaces), Little Mountain (63 spaces)	Report	2020-07-21	City Council	Arts, Culture and Community Services	Arts & Culture	1	1	City Finances
013862	2020 Annual Inflationary Rate Adjustments and Report Back on CAC Targets	- Report seeking Council approval for an annual inflationary adjustment to DCLs and CAC Targets to be effective September 30, 2020. Based on the Council-adopted inflationary index. - Report back on the implementation plan to adjust the CAC Targets in the Little Mountain Adjacent and Southeast False Creek areas as per Recommendation C in the CAC Policy Update approved by Council on January 22, 2020 (RTS 13431) - Covid-19 economic recovery efforts, senior management feedback & stakeholder feedback will inform direction on this work	Report	2020-07-22	Standing Committee on Policy and Strategic Priorities	Planning, Urban Design and Sustainability	City Finances	3	3	**
013756	Community Housing Incentive Program (CHIP) Grant Request 2	Staff anticipate bringing forward a number of individual grant applications in the initial roll out of the Community Housing Incentive Program (CHIP). This report recommends approval of a grant through CHIP for the creation of a to-be-determined number of social housing units and site(s).	Report	2020-07-22	Standing Committee on Policy and Strategic Priorities	Arts, Culture and Community Services	Housing	2	2	**
012616	1316 West Broadway-Appointment of Operator/Approval of Lease	Recommending appointment of South Granville Seniors Centre to occupy & operate a 7000 of City-owned air space parcel at 1316 West Broadway. This is a bonus density amenity in a mixed-use residential building. Developer will contribute to a Facility Fund.	Report	2020-07-22	Standing Committee on Policy and Strategic Priorities	Arts, Culture and Community Services	Community Planning	2	2	**

Based on RTS and Council Themes as of February 10, 2020

Quadrant Element Settings	Select dropdown list
Meeting type and date	City Council (In Camera) - October 17, 2017
Meeting theme	No theme
Last updated	9 /18/2017



Dropdown List Settings - update as needed

Meeting Dates

Regular Council - October 17, 2017  
 Regular Council (In-Camera) - October 17, 2017  
 Public Hearing - October 17, 2017  
 Standing Committee on City Finance and Services - October 18, 2017  
 Regular Council - October 31, 2017  
 Regular Council (In-Camera) - October 31, 2017  
 Standing Committee on Policy and Strategic Priority - November 1, 2017  
 Regular Council - November 14, 2017  
 Regular Council (In-camera) - November 14, 2017  
 Standing Committee on City Finance and Services - November 15, 2017  
 Regular Council - November 28, 2017  
 Regular Council (In-Camera) - November 28, 2017  
 Standing Committee on Policy and Strategic Priority - November 29, 2017  
 Regular Council - December 6, 2017  
 Regular Council (In-Camera) - December 6, 2017  
 Special Council - December 6, 2017  
 Regular Council - December 12, 2017  
 Regular Council (In-Camera) - December 12, 2017  
 Public Hearing - December 12, 2017  
 Standing Committee on City Finance and Services - December 13, 2017  
 Regular Council - January 16, 2018  
 Regular Council (In Camera) - January 16, 2018  
 Public Hearing - January 16, 2018  
 Standing Committee on Policy & Strategic Priorities - January 17, 2018  
 Regular Council - January 30, 2018  
 Regular Council (In Camera) - January 31, 2018  
 Standing Committee on City Finance & Services - January 31, 2018  
 Regular Council - February 20, 2018  
 Regular Council (In Camera) - February 20, 2018  
 Public Hearing - February 20, 2018  
 Standing Committee on Policy & Strategic Priorities - February 21, 2018  
 Regular Council - March 13, 2018  
 Regular Council (In Camera) - March 13, 2018  
 Public Hearing - March 13, 2018  
 Standing Committee on City Finance & Services - March 14, 2018  
 Regular Council - April 17, 2018  
 Regular Council (In Camera) - April 17, 2018  
 Public Hearing - April 17, 2018  
 Standing Committee on Policy & Strategic Priorities - April 18, 2018  
 Regular Council - May 1, 2018  
 Regular Council (In Camera) May 1, 2018

Meeting Themes

Greenest City  
 Housing  
 City Administration  
 Reconciliation  
 Community Planning  
 Transportation  
 City Finances  
 Economic Development  
 Healthy City  
 Arts & Culture  
 Safe City  
 No theme

Standing Committee on City Finance & Services - May 2, 2018  
Regular Council - May 15, 2018  
Regular Council (In Camera) - May 15, 2018  
Public Hearing - May 15, 2018  
Standing Committee on Policy & Strategic Priorities - May 16, 2018  
Regular Council - June 5, 2018  
Regular Council (In Camera) - June 5, 2018  
Public Hearing - June 5, 2018  
Standing Committee on City Finance & Services - June 6, 2018  
Regular Council - June 19, 2018  
Regular Council (In Camera) - June 19, 2018  
Standing Committee on Policy & Strategic Priorities - June 20, 2018  
Regular Council - July 10, 2018  
Regular Council (In Camera) - July 10, 2018  
Public Hearing - July 10, 2018  
Standing Committee on City Finance & Services - July 11, 2018  
Regular Council - July 24, 2018  
Regular Council (In Camera) - July 24, 2018  
Standing Committee on Policy & Strategic Priorities - July 25, 2018  
Regular Council - September 18, 2018  
Regular Council (In Camera) - September 18, 2018  
Public Hearing - September 18, 2018  
Standing Committee on City Finance & Services - September 19, 2018  
Regular Council - October 30, 2018  
Regular Council (In Camera) - October 30, 2018  
Inaugural Council - November 5, 2018  
Regular Council - November 13, 2018  
Regular Council (In Camera) - November 13, 2018  
Public Hearing - November 13, 2018  
Standing Committee on Policy & Strategic Priorities - November 14, 2018  
Regular Council - December 4, 2018  
Regular Council (In Camera) - December 4, 2018  
Standing Committee on City Finance & Services - December 5, 2018  
Regular Council - December 18, 2018  
Regular Council (In Camera) - December 18, 2018  
Standing Committee on Policy & Strategic Priorities - December 19, 2018

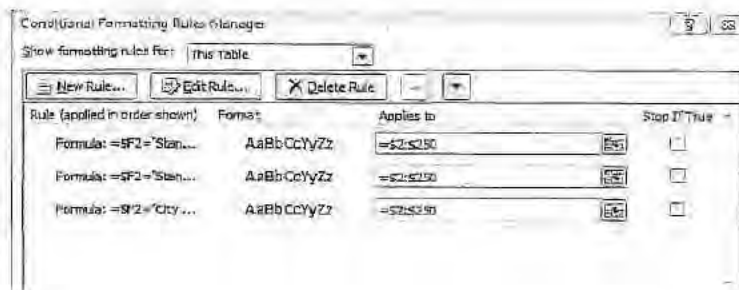


Feature	Location	Description	Resource / Help page
Combined label	Column L of Agenda Items tab	When we first download an RTS sheet, the report # and subject is separated into two columns. In order to ensure that both texts show up in the quadrant chart labels, a column called "Combined Label" was created which is embedded with a function to merge the texts in two cells using the Ampersand formula. This column autofills itself when the texts under columns A and B are properly in place and changes with them.	<a href="#">Combine text from two or more cells into one cell</a>
Autofilled Complexity and Risk columns	Column M and N of Agenda Items tab	These two columns are created for the ease of copying / pasting the whole set of cells needed for plotting a quadrant chart. The columns are embedded with a simple function to directly copy over values in the "Complexity" and "Risk" cells in columns I and J. They autofill when cells under I and J are properly in place and change with columns I and J.	For example, click on any cells under column M and refer to function, each would equate to their counterpart cell in the same row under column I
Quadrant Chart	Quadrant Chart tab	Note - this chart is in fact a scatter chart, not a bubble chart. The chart is created using datapoints under columns B and C.	<a href="#">Present your data in a scatter chart</a>
Quadrant Chart rectangles (previously bubbles) and macro	Quadrant Chart tab	The rectangles of agenda items are labels (column A) placed on top of invisible data points. Microsoft 2010 chart format functions do not enable customized labels. The labels in column A are attached using a macro code. These are little programs that run within Excel to help automate tasks. This Excel uses "AttachLabelsToPoints" macro which was copied directly from Microsoft's help page. See instructions on help page.	<a href="#">How to use a macro to add labels to data points in an xy scatter chart or in a bubble chart in Excel</a>
Dropdown lists in Quadrant Chart	Quadrant Chart tab and Settings tab	The dropdown lists are created using Data Validation setting (see help page). This function links the dropdown cell to the menu listed within the Settings tab. We can modify the text within the menu or add to the menu directly by adding a row and insert text directly in the new cell (just ensure that the Data Validation List setting will cover all the menu items).	<a href="#">Create a drop-down list</a>
Link chart titles and tags to dropdown list selections	Quadrant Chart tab	To allow chart titles and tags to change with the dropdown list selections, chart titles are linked directly to the cell with the selected item. For example, the chart title link is done simply by selecting the chart title, type "=F2" (F2 is the reference cell) as the function. The title should change with F2.	<a href="#">Link a chart title, label or text box to a worksheet cell</a>
Automatic colour code	Agenda Items tab	Rather than manually select and fill row to colour code the meeting types, we automate this process by inputting Conditional Formatting Rules. This allows us to assign row colours based on the cell texts under Meeting Type column. This is set up by selecting "Conditional Formatting" under the "Home" ribbon tab > Manage Rules.	See snapshots below

To colour code one meeting, select "New Rule". When the dialog box appears, be sure to select "Use a formula to determine which cells to format". Then type in the function: =\$F2="Standing Committee on Policy and Strategic Priorities". This function establishes the rules for colouring Standing Committee on Policy and Strategic Priorities (Note the deliberate typo). Select "Format" to assign a colour. Returning to the Conditional Formatting Rules Manager dialogue box, enter =\$2:\$250 to apply this rule from row 2 to row 250.

To colour code another meeting, do the same as above, and type in the function: =\$F2="Standing Committee on City Finance and Services" and repeat above steps.

To colour code Council Meetings repeat the above steps and type in the function: =\$F2="City Council".



Updated August 25, 2017

OK Close Help


New Formatting Rule


Select a Rule Type:

- Format all cells based on their values
- Format only cells that contain
- Format only top or bottom ranked values
- Format only values that are above or below average
- Format only unique or duplicate values
- Use a formula to determine which cells to format

Edit the Rule Description:

Format values where this formula is true:

=S12="Standing Committee on Policy and Strategic Priorit" 

Preview: No Format Set 

OK Cancel

**From:** "Graves, Lynda" <lynda.graves@vancouver.ca>

**To:** "City Leadership Team - DL" s.15(1)(l)

**Date:** 5/29/2020 10:20:48 AM

**Subject:** Darrell's slide deck from CLT : COVID 19 - EOC Priorities Mandate for Summer - 2020-05-28 v2 (3).pptx

**Attachments:** COVID 19 - EOC Priorities Mandate for Summer - 2020-05-28 v2 (3).pptx

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**From:** Reid, Darrell

**Sent:** Friday, May 29, 2020 9:34 AM

**To:** Graves, Lynda

**Subject:** COVID 19 - EOC Priorities Mandate for Summer - 2020-05-28 v2 (3).pptx





# COVID-19 Task Force Summer EOC Strategic Plan

May 25, 2020

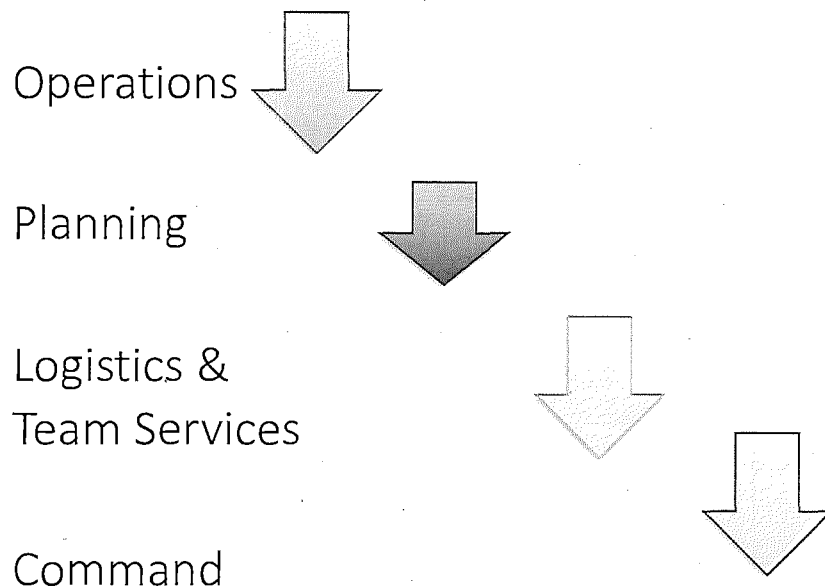


# Target: Decrease EOC Activation to Level 1 over Summer

## Overview

At a Level 1, the EOC coordinates departmental response activities related to COVID-19 and leads inter-departmental working groups to develop advanced and contingency plans. Situation and status reporting as well as internal and external communications are centralized through the EOC.

## Effort compared to TODAY



## What would change Δ

- Transition existing Operations / Logistics functions to departments or end response (e.g. if funding has ended)
- Demobilize dedicated functions related to liaison, risk, safety
- Minimal involvement in Restart, except on request to troubleshoot specific issue

## What would stay →

- Situation, status, and trend reporting
- Advanced & contingency planning
- Project management and SME support (at reduced level)
- Record keeping, elements of project support



# EOC Level 1 Activation



## Mandate

- **Coordinate** the ongoing COVID-19 operational response for City departments
- **Prioritize** allocation of scarce resources
- Provide **support** to departments to address response-related problems by convening **multi-stakeholder team** to develop tools/plans for department to operationalize (e.g. risk assessment tool, cleaning protocols, etc.)
- Provide ongoing **situation and status reporting** of key actions and the evolving situation
- **Coordinate internal and external communications**
- **Lead advanced and contingency planning** for outbreaks, a second wave in the fall, and emerging hazards/risks

### 1 Coordinate and support COVID-19 operational response for City departments

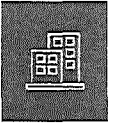
- a. Coordinate ongoing dept actions
- b. As needed, project support for emerging issues and challenges
- c. Centralized, coordinated communications
- d. Situation and status reporting

### 2 Lead advanced planning and City readiness efforts for a second pandemic wave

- a. Interim lessons learned and process improvement
- b. Second wave planning
- c. Plans for emerging risks (e.g. heat)



# Guiding Principles



## A Resilient EOC : Guiding Principles

- **Capacity** of staff and systems to scale up and respond to new/emerging issues
- **Redundancy** of staff, knowledge, technology and plans – no single points of failure
- **Clear mandate** to avoid duplication with departmental work, to streamline decision making, and motivate and focus the EOC team
- **Nimble and flexible** with the ability to make quick decisions and deliver quick results
- **Project not program-based** Create teams to address specific issues, build and pilot solutions, plan transition back to departments
- **Balanced workloads** across EOC positions and teams

## In Scope:

- **Coordinate inter-departmental COVID-19 response activities:** Coordinate complex, cross-departmental delivery of COVID-19 related activities and help identify cascading impacts of departmental decisions on other City / external services
- **COVID-19 related communication:** Centralize internal and external messaging related to COVID 19, translate City COVID-19 web page into target languages, ongoing outreach to Ethno-Cultural communities.
- **As needed project support:** Convene departments and subject matter experts to develop plans/tools for response challenges, hand back to departments to operationalize
- **Advanced planning:** Lead response planning for second wave, future outbreaks, and other emergencies (e.g. heat)

## Out of Scope:

- Ongoing program management (transition or end all existing operations)
- Policy development and programs to address underlying vulnerabilities
- Economic and community recovery, resumption of all pre-COVID level services by external providers
- Labour Relations and Human Resources impacts, even where COVID-19 related

## Escalation Triggers



If any of these triggers are met, the Task Force Leader would assess the situation with the EOC Director and determine if it is necessary to increase the activation level. The decision would be confirmed by the Policy Group.

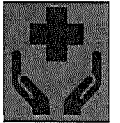
Departments would need to provide staff upon request in order to allow the EOC to address the emergent risk/hazard.

### TRIGGERS

1. Significant life safety risk to staff or public emerges
2. Re-introduction of COVID-related public health restrictions
3. Critical supplies / services drop below specific thresholds
4. Emergent issue requires significant inter-departmental coordination (beyond what is provided under Level 1)

\*As the EOC builds out this plan over the next few weeks, additional triggers may be identified.

# Action Planning Process



The action plan for June will focus on demobilizing or transitioning existing services to home departments or external agencies, start up support for Restart, and advanced planning projects. A structured and systematic transition is essential to ensure proper handover of programs.

## May Action Plan

## June Action Plan

## Summer Response Plan\*

(July – Mid Sept)

Existing EOC  
actions,  
activities,  
projects, and  
programs

Advanced &  
contingency planning

Transition to home  
departments/partners

End service / demobilize

Coordinate ongoing  
multi-department  
actions

Advanced &  
contingency plans



\*Plan will include specific resource needs so departments are aware of what the EOC will need from them over summer



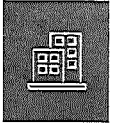
## EOC Level 1 – Activity by Section



\*Risk, Safety, Liaison provide support on an as-needed basis, not a dedicated EOC function

Operations	<ul style="list-style-type: none"> <li>• Coordinate department actions related to COVID-19 operational response</li> <li>• Convene regular coordination calls and pull together department reps on an as-needed basis to address emergent issues, including sudden outbreaks</li> </ul>
Planning	<ul style="list-style-type: none"> <li>• Collate and distribute situation and status reports</li> <li>• Lead advanced planning for second wave and contingencies with support from department SMEs</li> <li>• Support departments if needed to develop plans/tools to address new situations</li> <li>• Maintain records for COVID-19 response</li> </ul>
Logistics	<ul style="list-style-type: none"> <li>• Report on critical supply levels and updated burn rates</li> <li>• <i>As needed, support EAFs and resource requests</i></li> <li>• <i>Escalation</i> : If critical supplies drop below threshold, assume management based on EOC priorities</li> </ul>
Finance	<ul style="list-style-type: none"> <li>• <i>As needed to support EAFs and resource requests</i></li> <li>• <i>Coordinate DRP submission</i></li> </ul>
Team Services	<ul style="list-style-type: none"> <li>• Support people/projects assigned to the EOC with logistics needs, incl. IT, staff scheduling, etc.</li> <li>• Update and refine EOC processes to support ongoing and future response</li> </ul>
Info & Equity	<ul style="list-style-type: none"> <li>• Develop and distribute internal and external information related to COVID-19 response and public health orders, maintain websites and keep information current</li> <li>• Align messaging with Restart and Recovery</li> <li>• Continue outreach to Ethno-Cultural communities, translation of materials, town halls</li> </ul>
Command	<ul style="list-style-type: none"> <li>• Communicate to Policy Group, BPOC on EOC activities and coordinate with Restart &amp; Recovery</li> <li>• Approve advanced and contingency plans for COVID-19 response (incl. second wave)</li> <li>• <i>Escalation</i>: Assign projects to EOC teams based on request from BPOC</li> <li>• <i>Escalation</i>: Approve increased activation level of EOC if escalation triggers are reached</li> </ul>

# Relationship to Restart & Recovery Programs



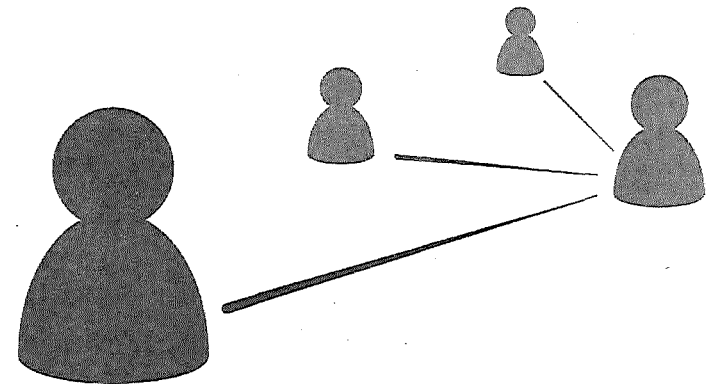
## Assumptions

Tools, guidelines, and checklists required to support Restart will be developed before July. Ongoing edits to these documents in response to public health guidance will be up to the department responsible for the content (e.g. Risk, OHS).

Departments re-starting operations in the first round will have had an opportunity to submit plans to BPOC for feedback.

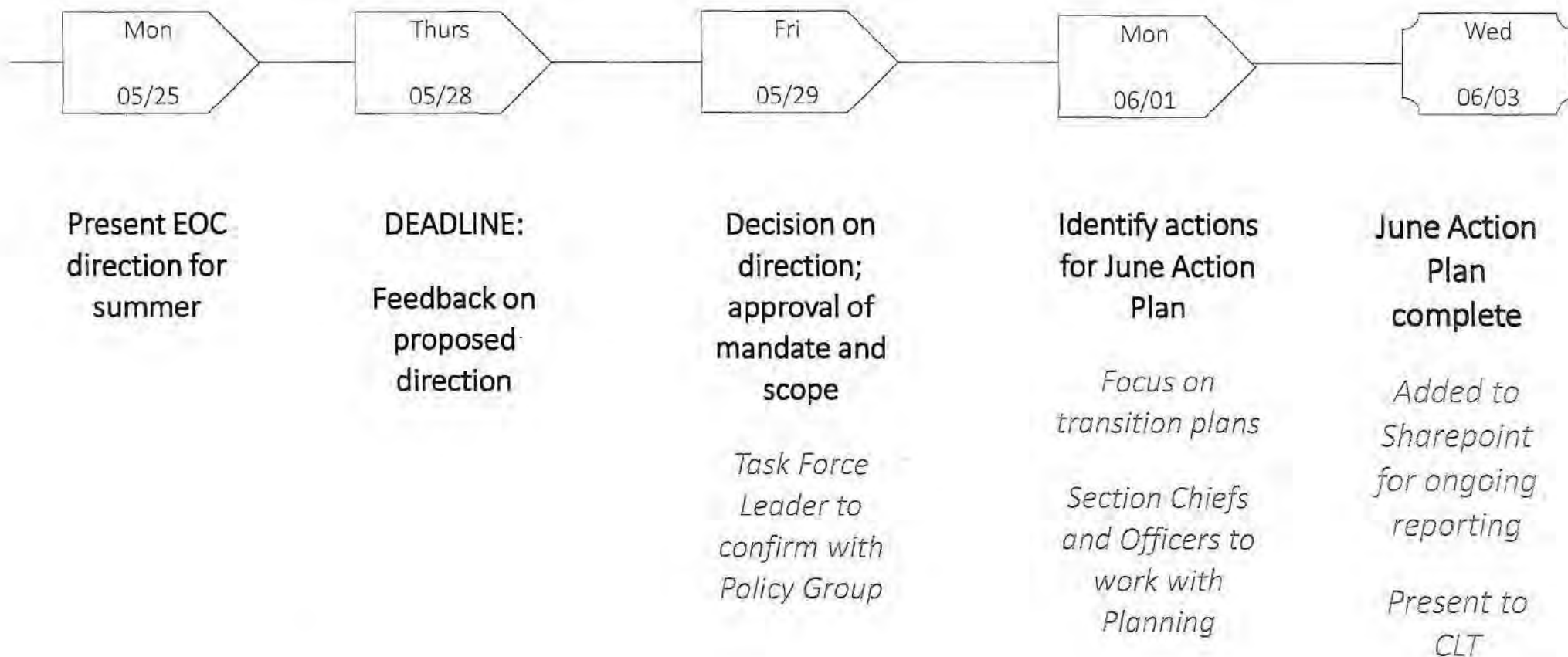
## EOC Support to Restart

- Upon request from BPOC, support departments lacking capacity/expertise on the development of Restart plans
- If requested, participate on working groups and provide input recovery initiatives
- Share status reports, trend and research analyses, and situation reports with Recovery Office





# Timeline (assuming decision by Friday)







# Appendices



## Strategic Planning Sessions

Framing Question: What is the role of the EOC in a “steady state” over summer?

- 2 strategic planning workshops held
  - Task Force Leader, VCH, VSB, EOC Directors (7 participants)
  - EOC Section Chiefs and Officers (13 participants)
- Feedback from the workshops has been consolidated into a SWOT analysis and draft set of guiding principles for the role of the EOC
- A set of options for the EOC were developed based on those principles, feedback, and emerging risks



# What is the role of the EOC over the summer?

## STRENGTHS

What is the EOC good at, what is the best value it provides?

- Interdepartmental coordination and planning
- Tackling novel challenges (things we haven't seen/done before)
- Coordination with external partners
- Centralized information collection, dissemination, and decision-making
- Fast solutions to immediate problems

## WEAKNESSES

What challenges us? What are emerging risks and issues?

- Decreasing key staff capacity (burn out, stress)
- Decreasing organizational capacity
  - Readiness to respond to emergencies
  - Increased risk of turnover, extended sick leave
  - Delayed vacations from Q1/2
- Significant financial constraints (City)
- Technology and virtual environment
- Lack of clarity on mandate, scope to enable fast decisions
- Exit strategies and transition back to depts, policy development

## OPPORTUNITIES

What factors should we take advantage of in thinking about our role over the summer?

- Flattened pandemic curve
- Phase 3 of Restart starting June 1
- Significant focus and resources shifting to Recovery
- Staff deployments ending in June

## THREATS

What factors will challenge and complicate the EOC response over the summer?

- Limited and lessening financial capacity
  - End of aid packages from provincial/federal gov'ts
  - Donor fatigue, grant funding exhausted
- Reduced capacity of business and charitable sectors, more needs but fewer resources to support
- Heat, air quality, compounding emergencies
- Second wave in the fall



# Mgt Team Feedback on Proposal

Risks/Considerations	To build into plan	Stay in EOC	Transition Out
<ul style="list-style-type: none"> <li>- EOC L1 activation needs to be properly resourced for vacations (not just VEMA team)</li> <li>- Rapid and uncoordinated staff transition back</li> <li>- Any overlap/support to recovery is going to create role confusion, clean break is better</li> <li>- Need to keep centralized Info</li> <li>- <i>EOC knowledge may be critical for depts doing Restart, expertise should return to home depts</i></li> <li>- Burn out, stress, all EOC staff need time off</li> <li>- Due to length of COVID response, need to build dept capacity</li> <li>- Continued operation will interfere will ability to do process improvement</li> </ul>	<ul style="list-style-type: none"> <li>- Proper resources</li> <li>- Clear understanding of re-activation process and expectations, identify staff who will come back</li> <li>- Clear mandate</li> <li>- <i>The coordination channels to Recovery, but no recovery mandate</i></li> <li>- Coordination model &amp; escalation for comms</li> <li>- Clear approval process and accountability</li> </ul>	<ul style="list-style-type: none"> <li>- Resource Requests and EAFs</li> <li>- Inter-dept coordination</li> <li>- Outbreak response</li> <li>- Second wave plan &amp; lessons learned</li> <li>- Elements of peer support where linked to response (outbreak/heat)</li> <li>- Relationship with external partners</li> <li>- <i>Trailers?</i></li> <li>- Dissemination of public health info</li> <li>- Ethno-cultural outreach</li> <li>- <i>Coordination and ops assessment of Restart plans</i></li> <li>- <i>Support for department BCPs in context of pandemic</i></li> </ul>	<ul style="list-style-type: none"> <li>- Programs</li> <li>- <i>Support for Restart plans (BPPS instead)</i></li> </ul>

## Guiding Principles: A Resilient EOC

- *Capacity of staff and systems to scale up and respond to new/emerging issues*
- *Redundancy of staff, knowledge, technology and plans – no single points of failure*
- *Clear mandate to avoid duplication with departmental work, to streamline decision making, and motivate and focus the EOC team*
- *Nimble and flexible with the ability to make quick decisions and deliver quick results*
- *Project not program-based Create teams to address specific issues, build and pilot solutions, plan transition back to departments*
- *Balanced workloads across EOC positions and teams*
- *Maximize skillsets by clearly defining functions and drawing in people across the organization who can best fulfill the functions needed*

## OPTION A – EOC Level 1

### Overview

The EOC would primarily demobilize, with few ongoing functions. Regular coordination calls with key department / agency reps would be held to provide updates on assigned actions (IRG-model).

As required, EOC would pull key stakeholders together to develop essential plans, tools, or frameworks.

EOC would lead second wave planning as part of its regular departmental role and not through EOC processes.

### Mandate & Essential Functions

- Coordinate COVID-19 operational response for City departments
- Maintain situation awareness & status reporting

## What would change $\Delta$

All Operations / Logistics functions would revert to departments to manage

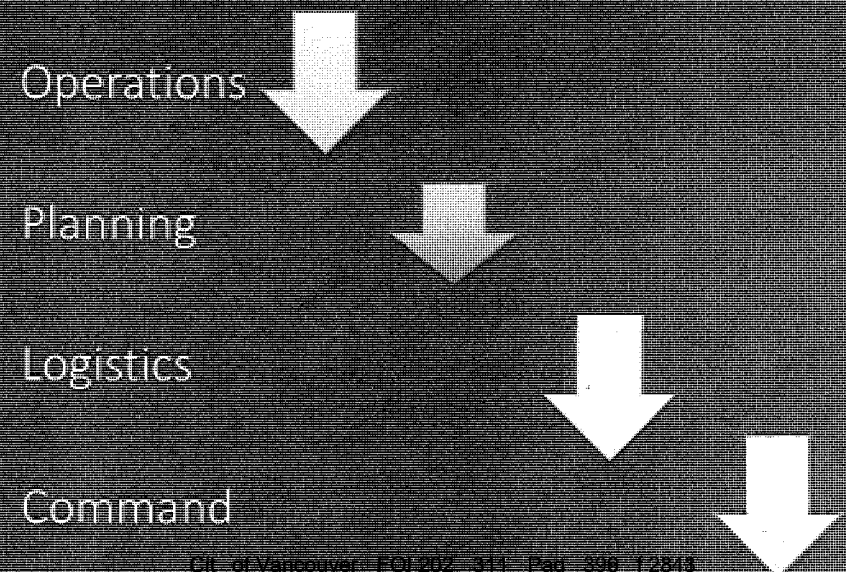
Advanced and contingency planning would be led by VEMA in its departmental capacity

EOC would have limited involvement in Restart or Recovery

## What would stay $\rightarrow$

- Situation and trend reporting
- Status reporting
- Elements of project management

## Effort compared to TODAY





## OPTION B – EOC Level 2

### OVERVIEW

The EOC would continue to control critical supplies and services and would play an evaluation role in Restart, helping to determine if plans can be supported with limited supplies and services.

The EOC would provide centralized reporting and be the hub for advanced planning around second wave and contingency planning.

### Mandate & Essential Functions

- Coordinate COVID-19 operational response for City departments
- Maintain situation awareness & status reporting
- + Support Restart through centralized management of critical supplies and services
  - Procurement of critical supplies, burn rate and forecast tool
  - Evaluation of Restart plans, advise BPOC
- + Plan for future response needs
  - Second wave planning
  - EOC improvement and contingency planning

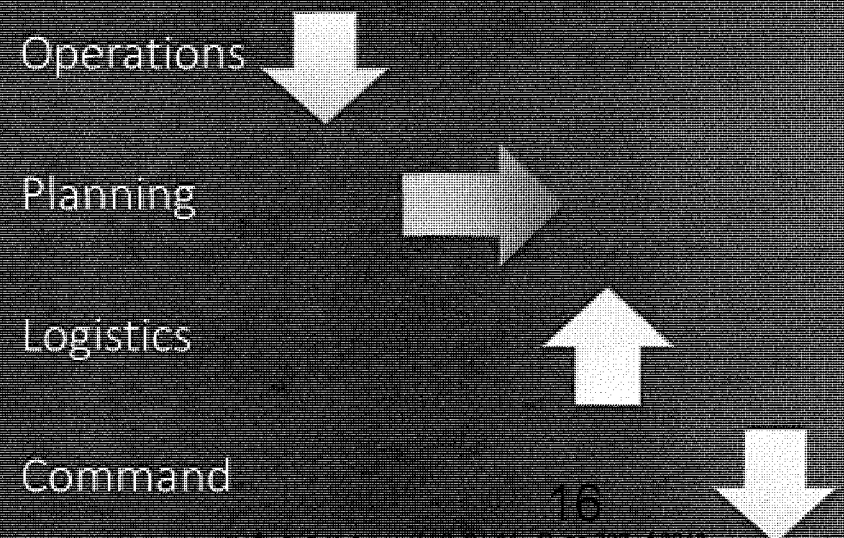
### What would change Δ

- Build out evaluation function for Restart plans (dedicated Logistics, Safety, Planning resources needed to support)
- Current Operations would revert to departments to manage (hygiene, food, shelter, etc.)

### What would stay →

- Situation and trend reporting
- Status reporting
- Critical supply management (increase)
- Advanced and contingency planning
- Elements of project management

### Effort compared to TODAY



## OPTION C – EOC Level 3

### OVERVIEW

The EOC would sustain a similar level of effort to the current action level, with a shift in some of the priorities. The EOC would continue to control critical supplies and services, would provide evaluation support for Restart.

The Operations Section of the EOC would shift to task forces needed to implement the safety and building requirements of approved Restart plans (deploying teams of cleaners, building inspectors, staff to adjust work spaces, IT, etc. to prep spaces for Restart). Some of the existing Operations programs would stay within the EOC to continue to manage until demobilization (primarily public hygiene and food).

The EOC would provide centralized reporting, including reporting on Restart, and would maintain advanced planning functions around second wave and contingency planning.

### Mandate & Essential Functions

- Coordinate COVID-19 operational response for City departments
- Maintain situation awareness & status reporting, including reporting on Restart status
- + Support Restart through centralized management of critical supplies and services and evaluation of Restart plans
- + Plan for future response needs, incl. second wave, EOC improvement, and contingency planning
- + Deployment of task forces to bring approved buildings online
- + Manage ongoing response programs, such as public hygiene and elements of food provision

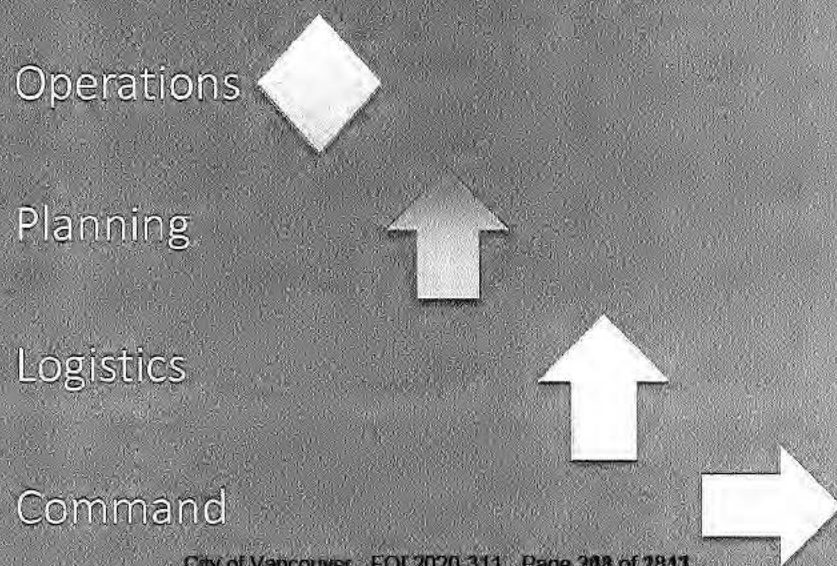
### What would change $\Delta$

- Operations related to shelter. SROs would transition back to home department
- Addition of new Operations branch to oversee Restart teams preparing buildings
- Re-orient planning and reporting functions to support Restart reporting

### What would stay $\rightarrow$

- Elements of Operations (hygiene, food)
- Logistics continue to manage and deploy critical supplies
- Situation, trend, and status reporting
- Advanced and contingency planning
- Status reporting
- Elements of project management

### Effort compared to TODAY





# COMPARISON & TRADEOFFS

- Fully meets principle
- ◐ Partially meets principle
- ∅ Does not meet principle

	Capacity	Redundancy	Clear mandate	Nimble & flexible	Project-based	Balanced workload	Benefits	Drawbacks
<b>Option A (Level 1)</b>	●	●	●	◐	●	●	<ul style="list-style-type: none"> <li>Capacity &amp; redundancy to manage programs (depts)</li> <li>Sustainable over long term</li> <li>Clear, simple mandate</li> <li>Capacity for process improvement</li> <li>Better position for second wave</li> <li>Better for staff recovery, mental health</li> </ul>	<ul style="list-style-type: none"> <li>Slower decision making</li> <li>Time needed to re-activate</li> <li>Relies on department support and commitment</li> <li>Advanced planning would take longer</li> </ul>
<b>Option B (Level 2)</b>	◐	◐	∅	◐	◐	●	<ul style="list-style-type: none"> <li>Capacity &amp; redundancy to manage programs (depts)</li> <li>Dedicated advanced planning team</li> <li>Centralized messaging on response and Restart</li> <li>Streamlined chain of command for critical supplies</li> <li>Response lens for facilities coming online</li> </ul>	<ul style="list-style-type: none"> <li>Confusion for depts on Restart process</li> <li>Key staff may become single points of failure</li> <li>Risk of burn out for key staff, less recovery</li> <li>Reduced capacity for new response, fall second wave</li> </ul>
<b>Option C (Level 3)</b>	∅	∅	◐	◐	◐	●	<ul style="list-style-type: none"> <li>Reduces "start up" time &amp; effort of Restart</li> <li>Centrally managed Restart</li> <li>Streamlined decision-making around Restart</li> </ul>	<ul style="list-style-type: none"> <li>Slower to respond to changing conditions and new risks/hazards</li> <li>Significant risk of burn out of key staff</li> <li>Reduced capacity to respond in fall</li> </ul>



**From:** "Johnston, Sadhu" <Sadhu.Johnston@vancouver.ca>  
**To:** "City Leadership Team - DL" s-15(1)(f)  
**CC:** "Postma, Tobin" <Tobin.Postma@vancouver.ca>  
**Date:** 5/22/2020 2:01:37 PM  
**Subject:** Motion summary table - May 26  
**Attachments:** Council Motions Summary - May 26.xlsx  
OCMHO -CoV Alcohol Motions Letter - May 14 2020.pdf

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Greetings CLT,

Attached is the motions summary table with staff input for next week's Council meeting on May 26. Also attached for your reference is the letter from VCH regarding the liquor related motions.

Best,  
Sadhu

**Sadhu Aufochs Johnston** | City Manager  
Office of the City Manager | City of Vancouver  
604.873.7627 | sadhu.johnston@vancouver.ca

Pronouns: he, him, his



*The City of Vancouver acknowledges that it is situated on the unceded traditional territories of the Musqueam, Squamish, and Tsleil-Waututh peoples.*

MOTIONS - May 26

#	Title	Cllr	Required Dept Concurrences	Staff Comments on Draft Motion	Final motion submitted by Cllr?	Summary of changes to motion accepted in final version	Implementation challenges	Is the motion in order?
	Enhancing COVID-19 Revenue Streams for Smaller Unlicensed Restaurants and Cafes via Temporary Liquor	Bligh	Clerks, Law, PDS, DBL	s.13(1)	Yes	Staff comments have been incorporated into the final version.	s.13(1)	Yes
	Allowing responsible alcohol consumption in Vancouver parks and beaches	Boyle	Clerks, Law, DBL, PDS, ENG, ACCS, Finance		Yes	Staff comments have been incorporated into the final version.		Yes
	Designating public space for responsible consumption of alcohol	Fry and Wiebe	DBL, Clerks, Law, PDS, ENG, ACCS, Finance		Yes	Staff comments have been incorporated into the final version.		Yes

MOTIONS - May 26

#	Title	CLr	Required Dept Concurrences	Staff Comments on Draft Motion	Final motion submitted by CLr?	Summary of changes to motion accepted in final version	Implementation challenges	Is the motion in order?
	Defining Social Housing consistently and transparently in the City of Vancouver	Fry	Clerks, Law, PDS, DBL, ACCS	s.13(1)	Yes	Staff comments have been incorporated into the final version.	s.13(1)	Yes
	Short Term Landlords – Long Term Protections for Renters and Hotels	Fry	Clerks, Law, DBL, PDS		Yes	Staff comments have been incorporated into the final version.		Yes



	Title	Mayor/Cllr	Staff Comments on Draft Motion	Summary of changes to motion accepted in final version	Implementation challenges	Implementation Cost	Jurisdiction Issues	Staff Resources to Implement
B.1	Enhancing COVID-19 Revenue Streams for Smaller Unlicensed Restaurants and Cafes via Temporary Liquor	Bligh	s.13(1)	Staff comments have been incorporated into the final version.	s.13(1)	Low/Medium	Province	Medium
B.2	Allowing responsible alcohol consumption in Vancouver parks and beaches	Boyle		Staff comments have been incorporated into the final version.		Low	Province	Low
B.3	Designating public space for responsible consumption of alcohol	Fry and Wisbe		Staff comments have been incorporated into the final version.		Low/Medium	N/A	Medium
B.4	Defining Social Housing consistently and transparently in the City of Vancouver	Fry	s.13(1)	Staff comments have been incorporated into the final version.	s.13(1)	Low	N/A	Medium
B.5	Short Term Landlords -- Long Term Protections for Renters and Hotels	Fry		Staff comments have been incorporated into the final version.		Low/Medium	N/A	Medium
B.6	Declaration to Urge the Government of Canada to Provide Urgent Funding to Assure the Viability of Public Transit During the COVID-19 Pandemic and to Aid Transit Operators to Rebuild Ridership	Kirby-Yung		N/A		Low	N/A	Low

May 14, 2020

Dear Mayor and Council,

In regard to City of Vancouver Council motions:

*"Allowing responsible alcohol consumption in Vancouver parks and beaches" (Clr Boyle)*

*"Designating public space for responsible consumption of alcohol" (Clrs Fry and Wiebe)*

*"Enhancing COVID-19 Revenue Streams for Smaller Unlicensed Restaurants and Cafes via Temporary Liquor Licensing" (Clr. Bligh)*

Vancouver Coastal Health (VCH) has worked closely with the City of Vancouver on a number of liquor-related motions as successive councils have instructed staff to explore changes to policies and bylaws. Notably this has included the 2017 Liquor Policy Review, which emphasized the need to protect the health of the public, and updates to bylaws needed to reflect changes made by the Province to expand the sale of liquor in grocery stores and other locations.

In both clinical and population health contexts the understanding of how alcohol impacts individual drinkers and those around them remains consistent today with VCH Medical Health Officers' previous recommendations to the City, which in 2017 noted a long-term, significant increase in alcohol-related hospitalizations in Vancouver. This increase is consistent with long-term trends in alcohol consumption overall in the Province of BC through the expanded privatization of liquor sales and expanded access in Vancouver and other communities.<sup>i</sup> The evidence from BC and jurisdictions around the world clearly indicates that alcohol-related harms, from both binge drinking and long term consumption, are highly correlated with alcohol availability and the density of retail outlets.

Unfortunately the long-term policy trajectory in British Columbia since 2003 has included expanded access to liquor in communities through alcohol liberalization policies, which has been reflected in an increase in hospitalizations and other data that demonstrate negative alcohol-related health impacts on Vancouverites. Research by VCH's Public Health Surveillance Unit, shared with Council in 2017 and appended with this letter, demonstrated that patterns of unsafe drinking in Vancouver were consistent with evidence from other jurisdictions where higher liquor outlet density is associated with increasing harm from alcohol.<sup>ii</sup>

For these reasons we strongly recommend that Council consider the negative health and social consequences of Clr. Bligh's motion instructing staff to explore allowing presently unlicensed restaurants and cafes, which currently fall under the City's Limited Food Service designation, to sell

liquor. This change would greatly increase outlet density and alcohol access across the City, and almost certainly result in increased alcohol-related harms in the Vancouver population.

As we have noted previously in regards to debates surrounding liquor policy reform, both heavy and moderate drinking brings elevated risks to individual health and to the public at large. Alcohol is a leading risk factor for premature death and disability worldwide and a casual factor in more than 200 disease and injury conditions.<sup>iii</sup> Risks and harms from alcohol are not limited to individual drinkers themselves. Alcohol addiction and problematic drinking can place serious strain on professional and personal relationships and negatively impact public health.

With this in mind, we do recognize that the current circumstances regarding use of public space, responsible socialization, social isolation, and liquor consumption among Canadians have changed due to the COVID-19 pandemic, and as such it is reasonable to re-examine these things in the public interest.

Reiterating our previous advice to past councils, VCH Medical Health Officers wish to emphasize the following assumptions based on public health data detailed in VCH's *2017 Key Messaging on Liquor Policy*, also appended with this letter regarding changes in Liquor Policy:

1. Any net increase in access to and availability of alcohol will negatively affect both the short and long term health of our residents.
2. The most effective and proven ways to decrease alcohol consumption are to reduce the number, density and operating hours of establishments selling alcohol on site and off site and increase the price per unit of alcohol.
3. A "culture of moderation" in alcohol consumption cannot be imported easily.
4. Enforcement only works if there is real risk of being caught in violation.
5. Local governments and regional health authorities bear an undue burden of the negative health effects of problematic drinking.

In addition, recent evidence shows that 25% of Canadians aged 35-54 are drinking more due to the COVID-19 pandemic, citing reasons such as a lack of regular schedule, stress, and boredom.<sup>iv</sup> At the same time polling shows that a majority of Canadians (54%) feel COVID-19 related physical distancing measures have increased their feelings of loneliness and isolation.<sup>v</sup>

Given the recent data demonstrating increased social isolation, loneliness, and alcohol consumption due to COVID-19 social distancing measures, we strongly support increasing access to parks and public spaces to promote mental and physical health. Expanding patio service for restaurants and cafes, with the explicit aim of spacing out seating for table service overall is also supported. But taking into consideration the long-term trend towards liberalization of liquor access in the province, and the well-



known risks associated with this increased access, we caution the mayor and council not to consider alcohol a necessary requirement to facilitate social connection and enjoyment of public spaces in communities.

With respect to issues of equity and treatment of park users identified in Clr. Boyle's motion, we are unaware of any evidence suggesting universally allowing consumption of liquor in public spaces results in more equitable applications of bylaw enforcement. Experiences of park-users and their interactions with bylaw officers or police is an important issue, particularly in the context of racial and gender equity. However, relaxing liquor laws may be a less direct path to improving issues of equity than other policies, such as cultural safety and humility training and increased awareness of equity related considerations.

Regarding parks and beaches, instructions to Parks Board staff to "conduct a feasibility study for a pilot project that would allow the public to consume their own alcoholic beverages on select parks and beaches" were approved in a motion put forward by Commissioner Dave Demers in December 2018. Before further changes are made to liquor policy in the City of Vancouver, particularly as they pertain to parks and beaches, we recommend that this work be completed to inform next steps.

We acknowledge that there are a number of perspectives to consider regarding alcohol policy, with many members of the public and business community in favor of increased liberalization. If, in spite of our significant public health concerns, the City moves forward with plans to increase access or allow consumption of alcohol in public spaces, we strongly recommend that this be done only on a pilot basis and coupled with a health impact assessment and evaluation of potentially negative unintended consequences.

Sincerely,



Patricia Daly MD, FRCPC  
Chief Medical Health Officer  
Vancouver Coastal Health



Mark Lysyshyn MD, MPH, FRCPC  
Deputy Chief Medical Health Officer  
Vancouver Coastal Health

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i Stockwell T, Zhao J, MacDonald S, Pakula B, Gruenewald P, Holder H. Changes in per capita alcohol sales during the partial privatization of British Columbia's retail alcohol monopoly 2003-2008: A multi-level local area analysis. *Addiction*. 2009;104:1827–36.

ii Results from My Health My Community for Vancouver to inform Alcohol Policy Development, January 30<sup>th</sup> 2017, presentation to City of Vancouver from Vancouver Coastal Health, Fraser Health, and UBC

Campbell CA, Hahn RA, Elder R, Brewer R, Chattopadhyay S, Fielding J, et al. The effectiveness of limiting alcohol outlet density as a means of reducing excessive alcohol consumption and alcohol-related harms. *Am J Prev Med*. Netherlands; 2009 Dec;37(6):556–69.

Popova S, Giesbrecht N, Bekmuradov D, Patra J. Hours and days of sale and density of alcohol outlets: impacts on alcohol consumption and damage: a systematic review. *Alcohol Alcohol* [Internet]. 2009;44(5):500–16. Available from:  
<http://alcalc.oxfordjournals.org/content/alcalc/44/5/500.full.pdf>

Treno AJ, Gruenewald PJ, Johnson FW. Alcohol availability and injury: the role of local outlet densities. *Alcohol Clin Exp Res* [Internet]. 2001;25(10):1467–71. Available from:  
<http://www.ncbi.nlm.nih.gov/pubmed/11696666>

Livingston M. Alcohol outlet density and harm: Comparing the impacts on violence and chronic harms. *Drug Alcohol Rev*. 2011;30(5):515–23.

Livingston M, Chikritzhs T, Room R. Changing the density of alcohol outlets to reduce alcohol-related problems.

iii World Health Organization, Alcohol Key Facts <https://www.who.int/news-room/fact-sheets/detail/alcohol>

iv Canadian Centre on Substance Use and Addiction and Nanos Polling, April 2020 accessed at <https://www.ccsa.ca/sites/default/files/2020-04/CCSA-NANOS-Alcohol-Consumption-During-COVID-19-Report-2020-en.pdf>

- 
- v Majority (54%) of Canadians Say Physical Distancing has Left them Feeling Lonely or Isolated, Ipsos, April 2020, <https://www.ipsos.com/en-ca/news-and-polls/Majority-Of-Canadians-Say-Physical-Distancing-Has-Left-Them-Feeling-Lonely-Or-Isolated>



**From:** "Kendall-Craden, Rena" <Rena.Kendall-Craden@vancouver.ca>  
**To:** "City Leadership Team - DL" § 15(1)(l)  
**CC:** "Jong, Teresa" <Teresa.Jong@vancouver.ca>  
"Graves, Lynda" <lynda.graves@vancouver.ca>  
**Date:** 5/27/2020 1:33:42 PM  
**Subject:** Internal communications during COVID-19 survey results  
**Attachments:** IC COVID-19 survey results - Summary - 2020.docx  
Staff survey COVID comms.pdf

Hello: Want to find out how well you are doing at communicating to your staff? And how they want to be reached?

My team in Internal Communications conducted an all-staff survey to gauge the response to staff communication during COVID-19. Please see attached a summary report as well as the complete response document.

I am also going to share this with a group of leaders in various departments who I know work closely with my team for staff communication so we can continue to improve how we communicate both during the COVID response as well as the Restart Smart Vancouver stages. Feel free to share this wider with your managers and leaders for insight.

The comments provide some great insight into how staff receive information. Some of the steps we have already taken as a result of the feedback are that we changed the frequency of the staff updates, we remind managers to share with their staff not on the network, and reinforce that the external pages are there to inform staff of updates, who are not connected due to layoffs or operational work.

Please review the summary for an overarching response, as it impacts all our departments. I hope you find this insightful data, and if you would like to discuss anything further, please feel free to get in touch, or contact Kira Hutchinson, Manager of Internal Communications directly.

Regards,  
Rena

**Rena Kendall-Craden** | Director- Civic Engagement & Communications  
CITY OF VANCOUVER | 453 West 12<sup>th</sup> Avenue  
Vancouver BC V5Y 1V4  
T. 604.673.8121 | C. § 15(1)(l) | rena.kendall-craden@vancouver.ca

I am humbly thankful that I live and work on the territories of the xʷməθkʷəy̓əm (Musqueam), Skwxw̓ú7mesh (Squamish), and səɫɪwətaʔ / səɫɪwɪtɬ (Tsleil-Waututh) nations

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**Internal Communications**  
**Staff communication survey during COVID-19**  
May 2020

**Overview**

The purpose of the COVID-19 staff communications survey was to determine how satisfied staff are with the quality and frequency of communication, and whether they can access the information they are looking for. Staff responses will help shape how we share updates moving forward as we look to recovery.

- Survey launched on May 6
- Sent to all staff with a CoV email address
- Promoted through Sadhu's email update and on Citywire
- **Received 489 responses total** – a record-breaking response rate for staff surveys
- 99% completion rate

**Communication channels**

The top ways that staff receive COVID-19 updates are:

- City Manager all-staff email updates - 79% (386)
- Their manager/supervisor – 66% (323)
- CLT – 45% (218)
- Citywire COVID-19 staff pages – 38% (183)

Respondents also indicated that these are the most preferred ways to receive COVID-19 updates, rather than other channels such as crew talks, coworkers, media, etc.

**Accessibility:** Respondents are generally satisfied with the current channels being used to share information, and **74% of respondents have been satisfied with the amount of information they are receiving**. Consistently, respondents suggested a quick-read format through shorter emails or a bullet point list of topics covered. Majority of staff indicated they would be satisfied with fewer updates moving forward.

Staff are generally aware of how to access information/resources on Citywire. Analysis of open-ended responses showed that some staff remain unaware that the staff pages on [vancouver.ca](http://vancouver.ca) can be accessed without VPN.

**Technology:** Suggestions to explore more modern technology channels, such as Slack, Zoom and internal social media platforms, were shared through open-ended responses.

**Managers:** **30% of managers who responded indicated that they share information with their teams, and 59% indicated 'not applicable'.** 7% said they sometimes share

information, where as 4% said they do not. Key reasons for not sharing information include:

- Not being aware that it was their responsibility
- Difficulties reaching staff due to privacy concerns (personal phone/email)

Many open answers from staff indicated that they would like to hear more from their managers, and how changes impact their department.

### Quality of content

**All-staff emails:** Majority of respondents appreciate Sadhu's honesty, transparency and hopeful tone, and like to hear updates on what is happening across the organization.

**HR messages:** Open-ended responses shared that sensitive information such as furlough, compensation adjustments and suspension of the EDO program for exempt staff was difficult to learn via email for staff who were not also contacted directly by their manager in a timely manner. Some staff also noted that it was hard for them to understand the changes in clear terms due to the HR language.

**Departmental messages: 34% of respondents want more department-specific updates.** Some staff feel they are lacking updates from their department GM and/or manager. As a result, they are not clear on how their department operations are affected, how changes will impact their work, and may feel uncertain about their job security.

**Recovery and EOC work:** Moving forward, staff would like to learn more about EOC and recovery work, how we plan to reopen facilities, and whether working from home can continue if operationally feasible. Some staff are concerned about health and safety in the workplace, and seek information on how the City will ensure that the gradual return to work is done safely. As we look to recovery, communication can be specifying new ways of working and impacts to operational delivery.

### Sample comments:

- *City manager emails are great. I appreciate the tone set by Sadhu's writing style. The transparency, managing expectations well, being clear about what we know and what is unknown. Sending message of hope.*
- *The tone, frequency and timing of the messages has been great. The quick and speedy process for getting content up on the site has also been great. Thanks so much for your efforts during such a challenging time :-)* You guys are rockstars!
- *Some communications especially those involving HR matters may raise questions. Anticipating some of the more likely questions and addressing them accordingly in the announcement is likely to help assuage concerns.*



- *Additional information about the work being undertaken by the EOC would be interesting for staff to review*
- *I would like more information about impacts pertaining to me and my department*
- *I find sometimes managers just forward on messages, rather than put in the effort to craft their own or to contextualize things for what it really means for their teams.*

### Common themes

Common themes emerged from open-ended survey responses and are summarized below:

**Lay-offs:** A number of respondents highlighted their appreciation of the transparency of upcoming layoffs:

- *"Appreciate City and Union's efforts to discuss plan/strategy to avoid further layoffs. I believe this decision has generated good will and a renewal of purpose within our group."*

Others noted that this created more fear as they waited to hear if they would be directly impacted in the coming days:

- *"Although I appreciate the City's transparency, I found the dissemination of information regarding potential lay-offs extremely anxiety creating. I found that these emails gave enough information to create a high level anxiety among my peers, but that management did not have enough information to provide staff to answer questions."*
- *"It was stressful to be told we would be having mass layoffs and then being made to wait 2 weeks to see if we would still have our jobs. And then to have no added layoffs – no raises instead. I would have rather that was sorted out behind the scenes and then received the information of the final decision once it was made. It added extra anxiety to an already stressful situation."*

Some expressed the desire for information on applying for CERB for staff who have been laid off.

- *"If there could more HR communication about how pay protection and CERB works. There are lots of questions applying for CERB."*

**Budget:** Some responses voiced confusion and concern on the sudden ability to find cost-savings in ways other than lay-offs. Few respondents questioned whether cost-savings could have been found in other ways.

- *"I think there was too much of a rush to layoffs and not enough opportunity to collaborate on other ways to find cost savings. This shows that the kind of information we are receiving is very top-down, non-collaborative, and hurts morale."*

- *"It's been very upsetting to be told of layoffs and then have that pulled back after unionized staff organized. I feel 100% like a pawn in a game the City decided to play with the union to push us against our union reps."*

Few comments also noted that messages being shared about cost savings were not always put into action, such as instances where staff work overtime despite others being laid off.

- *"Why do we get emails about the financial situation in the COV, balancing budgets, layoffs, etc. when here at my workplace overtime is alive and well?"*

**HR:** Some found it difficult to keep up with the frequency of changes related to compensation, coding processes and time entry and/or were confused by the new requirements/procedures.

- *"More clarity on operational requirements and procedures (for example, payroll time entry, prioritization and cost settlement for COVID19 related work, future plans)."*

A number of comments expressed confusion around HR-related announcements and whether they applied to exempt, union staff or both.

- *"At times as an exempt employee, it has been confusing to know if an announcement is made for all staff or only unionized staff."*

**Return to work:** Staff are keen to learn more about what the City's "new normal" looks like and how protocols, workplace environments and events will change. There is also the need to continue providing access to mental health resources that support staff during this transitional time.

- *"New normal" working conditions: What will be open? What events are cancelled? What events are modified?"*

Many responses highlighted the desire to continue working from home permanently where possible. Staff have noted that this pandemic has helped them adapt to remote working conditions, and many voiced their support for this working model moving forward.

- *"There are groups within DBL where staff have all had hardware and software available to enable remote work, however there was a lack of support for remote work until the pandemic surfaced. There are a variety of benefits available where remote work could benefit both employer and employee."*
- *"Please make working from home a permanent option for staff. It's so much more productive (fewer interruptions), takes up less office space, reduces commuting trips, etc."*
- *"It would be great to get an update on where telecommuting employees stand. With the new normal will employees be asked to return to the office in the next few months? Worried as public transit and indoor space puts us at a greater risk."*

**Leadership:** Overall, respondents felt well-informed and valued by leadership. The regular updates, tone of voice and transparency from the City Manager were appreciated by the majority of respondents. Some staff also voiced their appreciation for updates from their departmental GM.

- *"Feel well informed by leadership, valued and safe."*
- *"City Manager emails are informative, reassuring, and feel honest and genuine."*
- *"Daily updates from City Manager and constant availability of supervisors to answer questions or clarify info is great. Esp during a situation like this where we have never been through nor have the answer ahead of time. Everyone was very understanding and gave a bit more flexibility which is much appreciated. It shows the care for the people vs politics in such a scary time."*
- *"I find it grounding that leadership is willing discuss the hard decisions they have to make. I recommend all GMs do this or at least directors for their staff."*

Few respondents indicated that they would like more transparency around decision-making:

- *"In times of financial constraints and unprecedented needs, it would help to have more clarity on decision making criteria and what the mandate /role of the City is."*

**Safety:** Many staff have concerns about their personal health and safety in the workplace moving forward. Some expressed their concerns with consistent distancing protocols and being exposed to the virus in the workplace, while many voiced their desire to continue working from home (see "Return to work" above).

- *"No one is being screened coming in to our workplace, anyone can come in (and spread their germs). Totally unsafe!?"*
- *"There is an uneven response across the city in terms of response regarding social distance policy."*
- *"I want to know that the next round of covid-19 means I won't have to risk my life and those of my family coming in to work every day because the city does not have enough resources in place to ensure that those who need to work from home can."*
- *"Some City info has obviously been inaccurate, such as the posters placed in City offices in March claiming that the virus is only transmitted when someone is clearly sick. Even back then, there was much reputable evidence discussed in the media to suggest it can be spread asymptotically. People in my office were very disappointed the City wasn't using the pre cautionary principle to protect staff health."*

**Technology:** Although some respondents found the initial transition to work from home slow and challenging, the majority are pleased with the overall set-up. Few respondents felt that they should have been given this option earlier:



- *The initial tech gap was difficult. It seemed to expose a kind of a hierarchy, where senior staff were able to safely work from home earlier than junior staff. That hierarchy made things feel less certain, and created an unpleasant feeling that the vulnerability of certain staff is acceptable. I do commend the quick adaptation made by the city to get tech to staff!*

**Recovery:** Many staff are eager to learn more about the City's recovery/restart work and how it will affect their role. Staff have expressed the desire to see a timeline on facilities reopening, services restarting and how the phased approach aligns with the Province's strategy, along with information on which staff who were laid off will return to work. Staff would also like to learn more about the different work groups involved in recovery/restart and their responsibilities.

- *"I have little idea about what the overall city response is. I am starting to work on a project and it would be helpful to understand all the projects the City has undertaken on a dashboard for a quick understanding of what is underway."*
- *"Tell us about the steps the City has planned out to align with the different phases that the province has outlined."*
- *"There's a lot of information being circulated, however, what I would like to know, what is the plan for the City of Vancouver, on opening up community centres, city parks and libraries?"*
- *"How you will decide which programs will resume?"*

## Recommendations

- Reduce frequency of all-staff updates to weekly, with additional updates sent on an as-needed basis
- Shorter, more concise email updates and/or bullet point summary of topics at the top
- Share information on recovery efforts, including: remote working options, reopening plans, safety at the office, facility operations, well-being and how we are aligning with the Province's updated guidance
- Provide clear instruction to managers to share relevant department information with their teams and support them with information/tools where possible
- Work more closely with HR to ensure information is sensitive, clear and in plain language
- Work with Technology Services to explore innovative collaboration tools, such as Slack and Zoom

# Report for COVID-19 staff communications survey

## Response Counts

Completion Rate:

99.2%



Complete



496

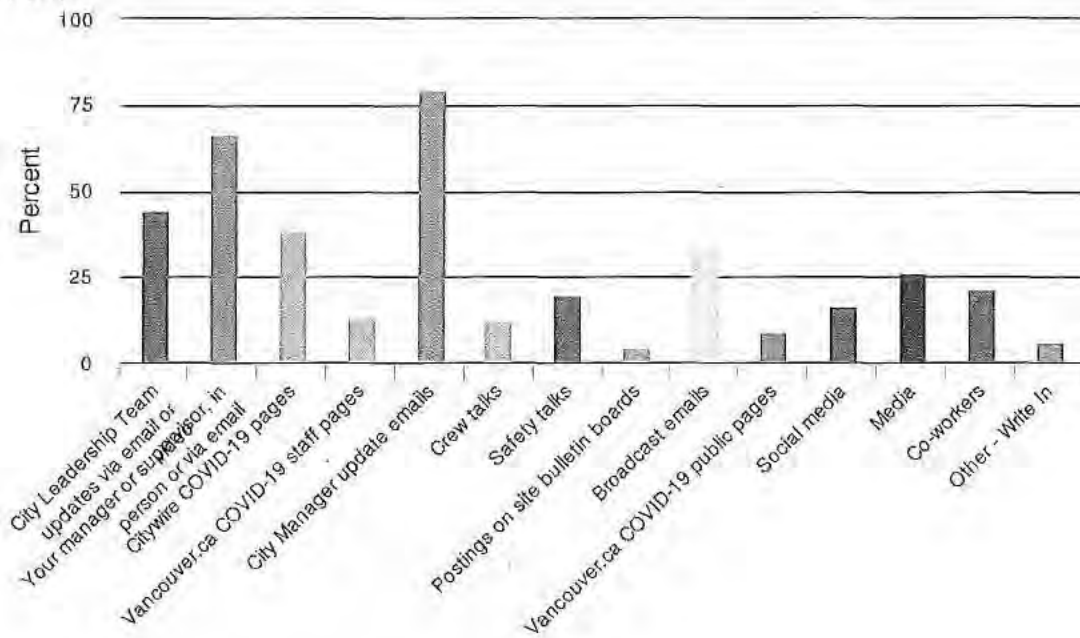
Partial

















4

Totals: 500

1. What are the main ways you receive work-related COVID-19 updates? Select all that apply.



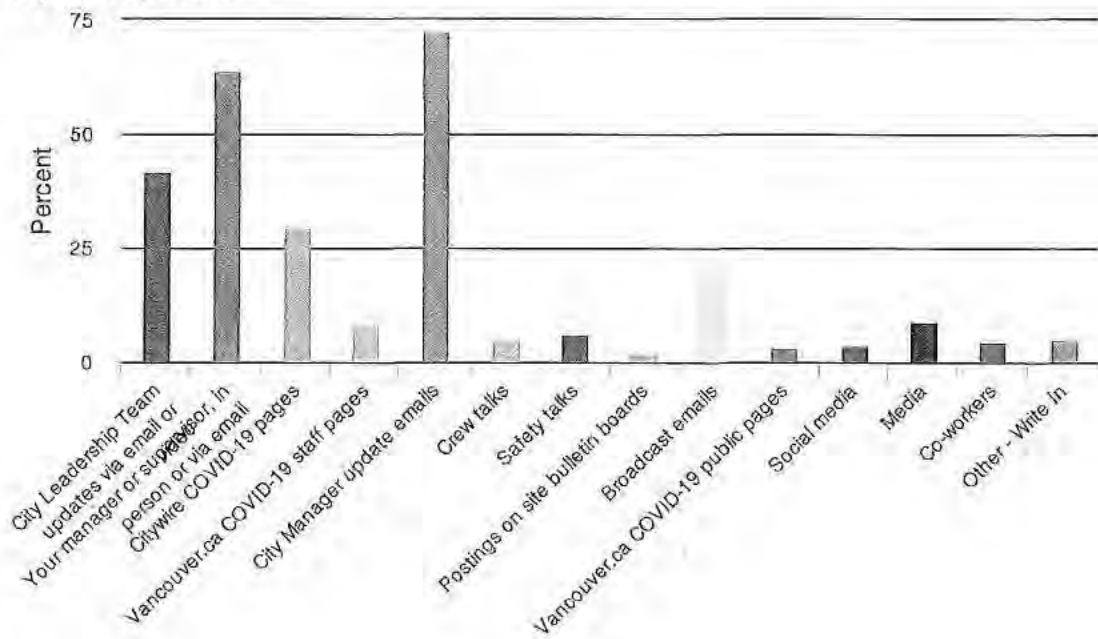


Value		Percent	Responses
City Leadership Team updates via email or video		44.5%	222
Your manager or supervisor, in person or via email		66.7%	333
Citywire COVID-19 pages		38.1%	190
Vancouver.ca COVID-19 staff pages		13.2%	66
City Manager update emails		79.4%	396
Crew talks		12.0%	60
Safety talks		19.8%	99
Postings on site bulletin boards		4.2%	21
Broadcast emails		34.5%	172
Vancouver.ca COVID-19 public pages		8.6%	43
Social media		16.6%	83
Media		26.5%	132
Co-workers		21.2%	106
Other - Write In		5.8%	29















Other - Write In	Count
All channels possible	1
All-staff departmental meetings (hosted by Gil)	1
COV's Instagram	1
CUPE	1
Daily dept management team meetings	1
Department Newsletter	1
EOC daily Situation Reports	1
Totals	27

Other - Write In	Count
EOC sit reps	1
EOC situation reports	1
FRS All Hands with Patrice	1
GM weekly Web-Ex meetings	1
Jabber	1
Listening to Bonny Henry	1
Telephone meetings where our department team members call in. Also, I received updates from friends who were in Italy at the time of the breakout and quarantined, to friends in the U.S.A. - Florida, Chicago and Los Angeles, that are respected community members and were there from the start, and still helping others.	1
VPL update to my personal email but they are not timely. As I am full-time at the EOC,	1
Vancouver Emergency Management Information	1
We have daily briefings where everyone at our worksite stands too close together, so I do not attend	1
Weekly FRS Webex Meeting	1
all the above	1
city librarian	1
colleagues in other government organizations	1
dept webex mtgs, cbc web + radio, news outlets	1
employee rep for OH&S Park Board main office	1
other organization	1
radio/tv/internet	1
staff meetings	1
weekly all-staff webex calls with our Director	1
Totals	27

2. What are your preferred ways to receive work-related COVID-19 updates?  
Select your top three.



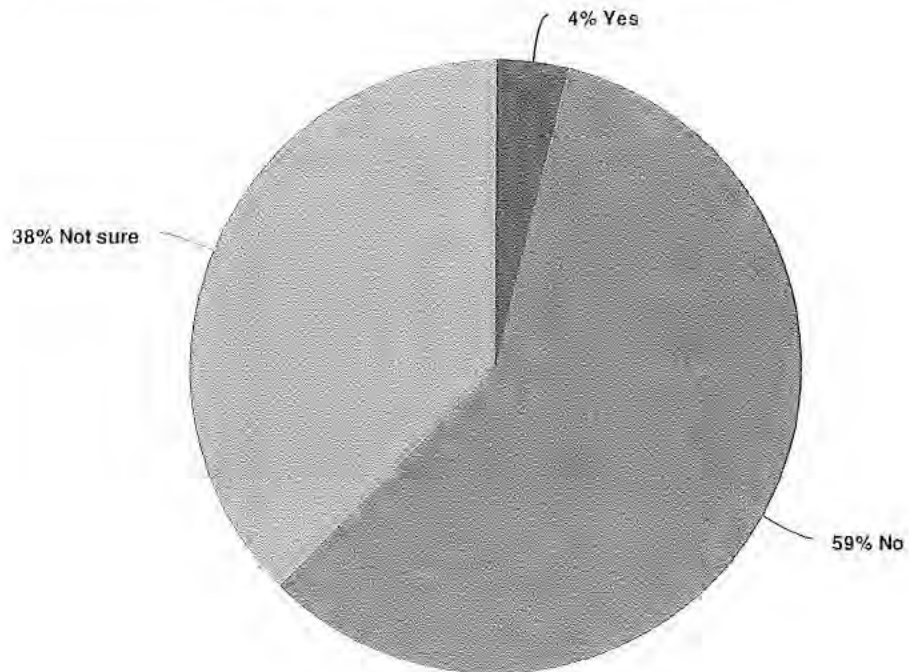


Value		Percent	Responses
City Leadership Team updates via email or video		42.0%	209
Your manager or supervisor, in person or via email		64.1%	319
Citywire COVID-19 pages		29.7%	148
Vancouver.ca COVID-19 staff pages		8.0%	40
City Manager update emails		72.5%	361
Crew talks		5.2%	26
Safety talks		6.0%	30
Postings on site bulletin boards		2.2%	11
Broadcast emails		22.9%	114
Vancouver.ca COVID-19 public pages		3.4%	17
Social media		3.6%	18
Media		9.0%	45
Co-workers		4.6%	23
Other - Write In		5.0%	25

Other - Write In	Count
My personal email ideally, as my city email doesn't work from	2
Adjusted City manager emails - these have include links to citywide, and I cannot access these documents because I do not have VPN access when working from home	1
All-staff departmental meetings (hosted by Gil)	1
Anything that isn't email please, by inbox is out of control	1
As adults we can get out own information being inundated at work every day is disconcerting, depressing, anxiety inducing, unnecessary, too much	1
COV's Instagram	1
Totals	25

Other - Write In	Count
CUPE	1
Directly from my Manager, that way I can ask questions.	1
Dr. Bonnie Henry	1
EOC situation reports	1
FRS All Hands with Patrice I.	1
GM weekly Web-Ex meetings	1
I would be happy to receive email but do not currently. May I receive City Manager emails sent to my personal email address at sitackumar@gmail.com?	1
My friends that are in Europe and cities in the U.S.A. that are community leaders and front line workers. They have been experiencing the impact of this virus on those around them from the start and are still helping people, as they can. They see first hand what's going on.	1
My personal email, as my city email does not work from	1
Prefer emails than videos	1
Vancouver Emergency Management Information	1
Video broadcast	1
-	1
city librarian email and live weekly video	1
departmental + team meetings	1
need to have from one group only	1
phone call	1
text	1
Totals	25

### 3. Are there channels not being used that you would like to see?



Value		Percent	Responses
Yes	<div></div>	3.8%	19
No	<div></div>	58.6%	291
Not sure	<div></div>	37.6%	187
			Totals: 497

4. What other channels are not being used that you would like to see?



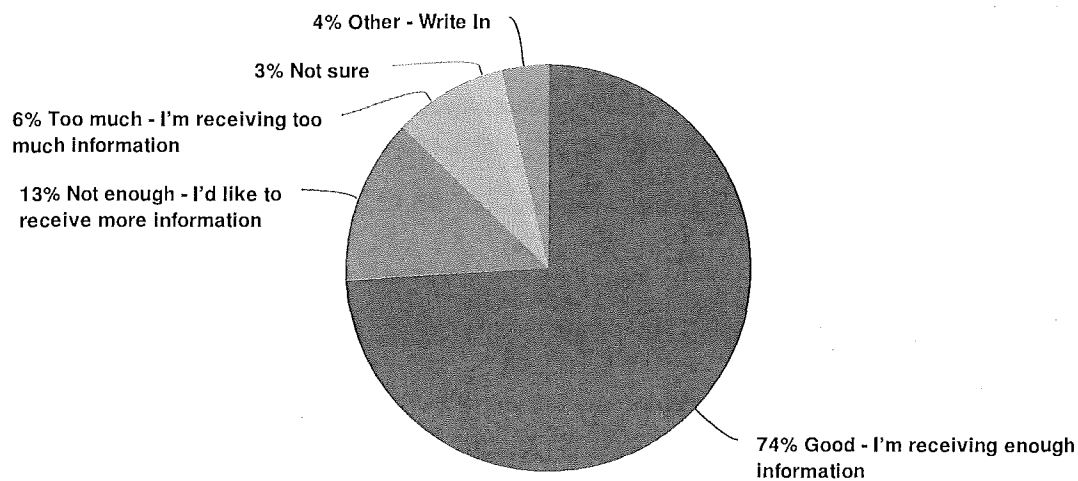
A word cloud of various communication channels and terms. The words are arranged in a roughly circular shape, with some words being larger and more prominent than others. The words include: chats, citywide, departments, media, personal, social, benefit, or, access, text, aux, citywire, approach, staff, video, answers, great, emails, director, covid, amount, broadcast, faq, department, consolidated.



## ResponseID Response

1	social media for staff only
23	Union
82	personal e-mail or text, especially for aux staff
146	Our department has been lucky to have a great amount of transparency and have been having all-staff meetings with the GM. I imagine other departments would benefit from this approach too.
158	Slack
175	Social Media - we need something social media/SLACKish and stop with the emails
176	something similar to citywire for staff without VPN access
225	mass emails - never included in any
262	Video broadcast
346	Twitter
410	Manager or Director updates
418	More video chats
423	Text
424	Would be great to have a consolidated ongoing COVID FAQ page so when new items are presented, or measures implemented there is one place to go to see answers.
474	Personal emails for outside workers with no access to citywide.

5. How do you feel about the amount of information you are receiving from the organization?



Value		Percent	Responses
Good - I'm receiving enough information	<div></div>	74.0%	368
Not enough - I'd like to receive more information	<div></div>	13.1%	65
Too much - I'm receiving too much information	<div></div>	6.2%	31
Not sure	<div></div>	2.8%	14
Other - Write In	<div></div>	3.8%	19
			Totals: 497

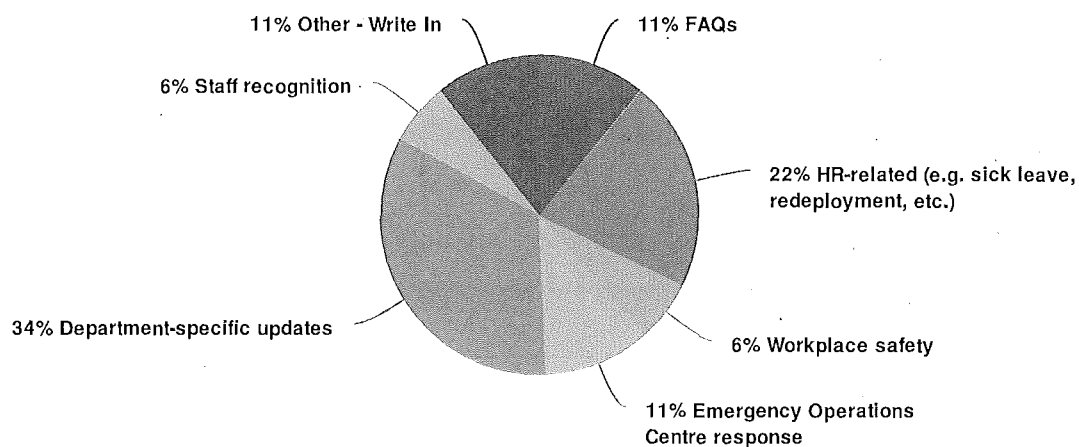
Other - Write In	Count
Daily updates are good. However some information from city managers to supervisors then to staff have altered or changed depending on how the information is intercepted. Then staff become confused with their supervisor info doesn't match another superior info.	1
EOC org chart, operations, teams, activities; EOC video of breath + depth during COVID. EOC lessons learned that can be applied to next crisis, assessment of EOC readiness, activation, systems, procedures; communication mechanism from staff with ideas to EOC	1
Totals	19

Other - Write In	Count
Generally good. Appreciate the effort and the presence.	1
I came back from England was really sick (at work) could not get anyone to care.....then after 2 weeks finally I have contact and now HEALTHY am told I MUST quarantine for 2 weeks.....ON MY SICK TIME BANK.....what??? No test was available, no assistance to get a test, so I came to work, still no test available to COV workers unless we are on a gurny in the hospital.	1
I think there was too much of a rush to layoffs and not enough opportunity to collaborate on other ways to find cost savings. This shows that the kind of information we are receiving is very top-down, non-collaborative, and hurts morale.	1
I'm receiving a lot of information which I believe does not pertain to me so it's even more confusing than just too much data.	1
Information level is good. A faster response to some questions for clarity would be good. Even if response is to say we hadn't thought of that we will review. Also on those types of questions that weren't thought of, maybe invite staff feedback for potential solutions.	1
It would be appreciated to receive relevant information from the specific department. I.e. Emails/updates from Park Board outlining relevant steps taken to support staff that are impacted by closure of community centres. As of yet, there has been no communication from the Director of Recreation Services.	1
Not receiving a lot except for some vpl updates which may have City Manager updates in them.	1
Sometime the information is too general. We need more details on the significant actions that directly impact staff such as the exempt pay cuts and who are allowed to work remotely.	1
The amount from City manager is appropriate but that is more general information for entire city. Wish more information was coming from department heads, directors, branch managers on a regular basis.	1
The amount of information was fine. The fact that it was often contradictory to information from our supervisors, only applicable to specific workgroups or transmitted by rumour before being communicated to staff was unfortunate. The "upbeat tone" of emails post April 24th, joyfully sharing "rebalanced budget, no further layoffs" was particularly hurtful to employees that had been laid off, but were still accessing work emails	1
The information is always good but often repetitive once it starts traveling down the communication chain. I think that it would be ok for a director or manager to say there are no updates in addition to what was provided.	1
There is a lot of information coming through which is good however it is sometimes hard to find what you need.	1
Totals	19

Other - Write In	Count
Too much and not enough, sometimes emails are very vague. We did not need two weeks notice for "maybe layoffs but we don;t know when or where" that just panicked people already struggling mentally.	1
Too much word - keep it simple and to the point	1
Would like more details and more updates on the different teams and work at play - what is the EOC doing, who is on it, etc, rather than more repetitive information.	1
concentrating on main email communications as there are a lot of them coming to us. But sticking with Sadhu's message and COV Broadcast	1
more regular communication on a set schedule if possible	1
Totals	19



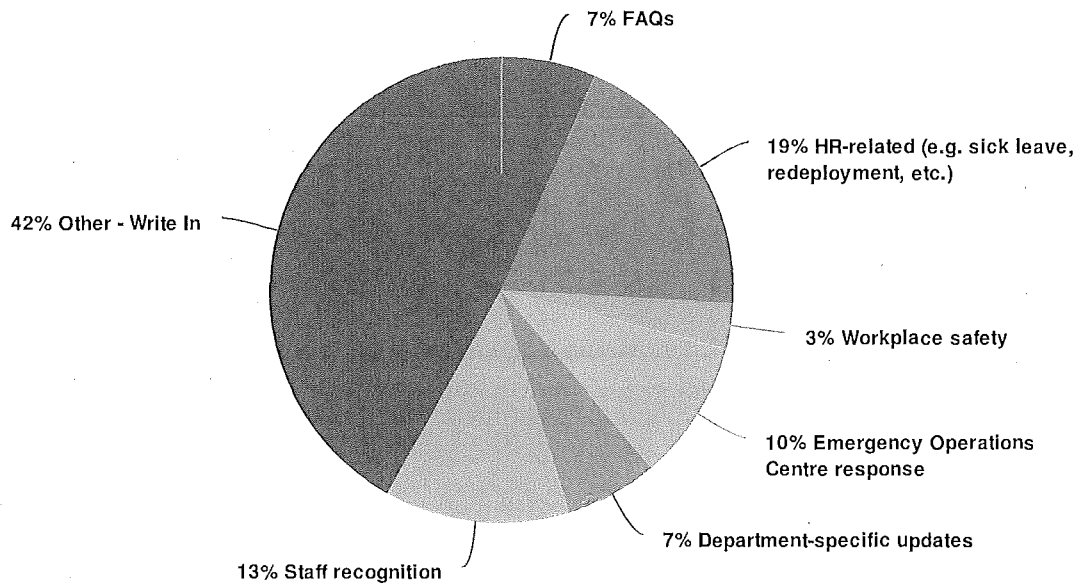
## 6. What information would you like to receive more of?










Value		Percent	Responses
FAQs		10.8%	7
HR-related (e.g. sick leave, redeployment, etc.)		21.5%	14
Workplace safety		6.2%	4
Emergency Operations Centre response		10.8%	7
Department-specific updates		33.8%	22
Staff recognition		6.2%	4
Other - Write In		10.8%	7
			Totals: 65

Other - Write In	Count
Don't know why we can only pick one on this selection. Ideally HR related, workplace safety, and department-specific updates. If we're going to be expected to redeploy we should be having all our bases covered rather than not.	3
Operational information - what is re-opened, how, why, when	1
Some communication from the City Manager's emails is sometimes incomplete and leaves us speculating	1
"New normal" working conditions. What will be open(Parks and Rec)? What events are cancelled? What events are modified?	1
plans for reopening pools, fitness centres	1
Totals	7

## 7. What information would you like to receive less of?

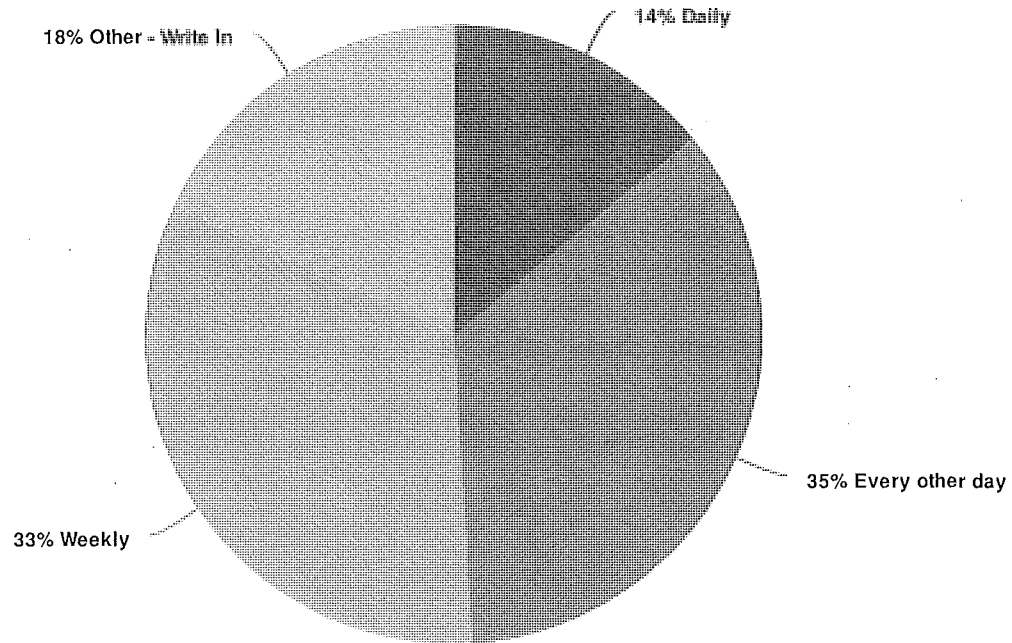


Value		Percent	Responses
FAQs		6.5%	2
HR-related (e.g. sick leave, redeployment, etc.)		19.4%	6
Workplace safety		3.2%	1
Emergency Operations Centre response		9.7%	3
Department-specific updates		6.5%	2
Staff recognition		12.9%	4
Other - Write In		41.9%	13
			Totals: 31

Other - Write In	Count
COVID 19 updates	1
City mgr updates appreciate but want more lead time to be able to participate in virtual meetings	1
EOC, Dept specific, staff recognition, safety	1
I would prefer less lengthy e-mail from Sadhu Johnson stating information that is not applicable towards all departments.	1
Just less frequency - once a week max...I'm starting to ignore them there are so many	1
Less emails..maybe only weekly	1
The CM updates need to be brief / concise.	1
The messages are too long. It would be helpful if the most important points are summarized by bullet forms.	1
Too much information, I stopped reading the emails/updates as it was just too wordy, it would be helpful to highlight/bold key words - more reader friendly	1
Updates that don't have new, real information, but instead tell us something will happen in the future or changes or coming with no specifics.	1
What recovery looks like at the City	1
platitudes	1
Totals	12



8. How often would you prefer to receive all-staff general updates about COVID-19?



Value		Percent	Responses
Daily		14.1%	70
Every other day		34.9%	173
Weekly		32.9%	163
Other - Write In		18.1%	90

Totals: 496

Other - Write In	Count
As needed	4
1-2 times/week, depends on what happens	1
2 or 3 times a week for now and when things are rolling better, then maybe weekly and less	1
2 x a week	1
2-3 times per week as needed	1
Totals	88

Other - Write In	Count
2x per week; more as needed to respond to changes in the pandemic situation	1
As information comes	1
As is needed, no specific frequency. Perhaps a specific time would be best?	1
As necessary, if not possible, every other day, if needed.	1
As necessary/when there is new information to share	1
As necessary; probably with minimum of once per week	1
As needed (pertinent new information)	1
As needed (vs. routine, when sometimes may not be required)	1
As needed when there is news to share but at least weekly.	1
As needed, things are fluid and change rapidly	1
As often as needed	1
As required or deemed necessary.	1
As required. Daily made sense at the beginning when things were changing quickly, but less frequent (weekly or twice weekly) feels more appropriate now	1
As situation changes	1
As they are issued	1
As updates are available	1
At least twice a week - start and end	1
Depending on the situation	1
Every 3-4 days	1
Every other day unless there is a big announcement then as required	1
Every other day, unless any major news (e.g. provincial/fed announcement)	1
Totals	88

Other - Write In	Count
I feel it's reasonable to share information that is factual, especially when it has to do with the health and safety of staff. It's good to be as informed as possible with this virus and impacts it's causing.	1
I think it should be a gradual decrease or as needed	1
I'd prefer to receive them if they have important information.	1
If there are changes	1
If there is information to distribute, then send us an email. I do not need anymore "pat on the back" or "ya for you" emails.	1
If you are not going to test employees what is the point? If we are asympomatic we are speading it all over the workplaces. Without testing all the emails in the world will make NO DIFFERENCE if there is no testing	1
It depends on what is happening. When there are things like imminent layoffs, more updates are appreciated. Otherwise, weekly is fine.	1
Not sure but be consistent whatever the decision.	1
Only when necessary - Sandhu and the rest of management team should not put employees in PANIC. If they are not sure don't say anything	1
Only when there is/are urgent update/s.	1
Twice a week	1
Weekly but I like that today's responded to news from the province - so maybe one set weekly update, and other updates as warranted by the news cycles	1
Weekly is fine unless there is exceptional news	1
Weekly or as required	1
Weekly or twice a week unless something big is going down ie now the province is strarting to reopen the economy.	1
Weekly plus for significant changes/updates	1
Weekly unless a major development.	1
Weekly unless key need for additional	1
Weekly unless new, important updates come in, then as needed.	1
Totals	88

Other - Write In	Count
Weekly unless otherwise needed	1
Weekly unless there is a major change	1
Weekly would be fine, with the proviso that frequency may change if something new and important needed to be communicated immediately	1
Weekly, unless major update requires more frequently	1
When changes occur or there is new information to be shared.	1
When new information is available	1
When something is updated on the COVID webpage	1
When there are new news/updates	1
When there are new updates available	1
When there is new information to share.	1
When there is something new	1
When there's no info to pass on. We don't need updates if there's nothing significant to pass on.	1
Whenever it's needed or if there's new information.	1
Whenever major updates or developments occur	1
Whenever something changes	1
Whenever there is an important update	1
Whenever there is new informatoin to share	1
Whenever there is something relevant that we should know.	1
Whenever updates are necessary	1
Would like to see updates everytime there is something new to report	1
-	1
as applicable to keep us informed in a timely manner - that could range depending on the priority of the messaging or impact it may have	1
Totals	88



Other - Write In	Count
as changes in info warrant	1
as necessary re: reopening	1
as new info is released.	1
daily, during height of emergency/Pandemic	1
depends- daily if it ramps up again weekly if in the phase we are in right now	1
every other day unless there is a spike/change than every day	1
generally weekly but when things change in one way or another i'd prefer more often	1
maybe twice a week and as needed as major/important updates happen	1
once or twice a week	1
once or twice a week, as long as there is something new to share.	1
only as necessary	1
only when significant changes occur.	1
twice a week	1
twice a week unless critical announcements to be made	1
weekly unless breaking information requires additional communication	1
weekly unless there's a significant shift or noteworthy item	1
whenever i get email	1
whenever there is something new	1
Totals	88

9. Tell us about what you think is working well for staff communications about COVID-19.



ResponseID	Response
1	It is the best. I can tell how hard everyone is working, and although they cannot do everything, they are hitting what matters.
2	Test
11	Weekly update to PDS from Gil. Daily update with team (Housing Policy & Reg.)
14	Obviously sub sections in Sadhu's email so that we can scan easier.
15	A dedicated site that has all the information and Q&As
16	I don't think the furlough program was well explained. Communications created a lot of confusion. Also there should have been some tables or modelling to show how it replaced the EDO system. It still makes no sense to me.
18	Very impressed on the response from staff
21	Everyone has been extremely helpful and communicative - very thankful
28	Information to managers via email and Sr management mtgs in advance of changes and staff notifications
32	Regularity; openness;
34	Daily emails from CM were appreciated

## ResponseID Response

- 36 Updating every time there is a change, small or large, as well as the honesty of the difficulty of dealing with this situation.
- 37 I think the staff communication has been very good!
- 39 CMO emails and GM calls.
- 40 The City has been really proactive about updating everyone on the latest news and precautions to take.
- 41 mostly receiving key information in a timely fashion without overload or too much info
- 42 I like that there is enough information that is coming via email. I can scan it and then forward it to my home email to read at my leisure.
- 43 I think the emails from Sadhu are very helpful as it lets me know what the city's direction is.
- 47 Updates from City Manager communicating to staff.
- 51 City Manager Updates - they seem to highlight what's on my mind at the moment and tend to provide the links I can use at the time.
- 52 I find the City Manager updates useful which are then reinforced and elaborated on at our Branch meetings - the messaging is consistent and thorough.
- 54 Really appreciate the current frequency and amount of information.
- 55 Consistent updates. Reminders of protocols that are in place. Acknowledgement of the hard work of staff & the difficult reality of layoffs. More personal tone of writing.
- 56 That we all get the same info at the same time. It eliminates chatter & gossip.
- 63 It's positive and I like the frequency and methods
- 64 The weekly broadcasts on behalf of the City Manager work for me. Also having a COVID-19 webpage with the updates is good.
- 68 Giving the details required that will likely impact job security and day-to-day operations
- 72 City manager emails are great. I appreciate the tone set by Sadhu's writing style. The transparency, managing expectations well, being clear about what we know and what is unknown. Sending message of hope.
- 78 Daily updates are providing transparency in the current processes and keeping all staff well informed.
- 80 Up to date information on what's relevant for staff

## ResponseID Response

- 83 The City Manager email is working well - you know the most critical info will be captured there.
- 84 regular updates with open transparent information. Also info has address the discomfort people feel with the lack of information, which is in itself comforting..
- 85 Without testing.....of staff.....most of this is mute
- 86 Crew talks, safety talks. Information about behavior at sites and if in contact with suspected cases. Any new findings related to this.
- 93 Good clear info coming from the top
- 94 I like being able to find COVID info on the Citywire page, like links to the childcare.
- 96 City Manager updates and updates share by my managers (EOC and home team)
- 97 Provides the needed and relevant information in a timely manner.
- 100 The City Manager email is informative and trustworthy and personal, which I think helps the morale overall. There are enough modes of communications, i.e. if you wanted to get the information from City Wire.
- 102 Information on citywire is fine.
- 108 Transparency has been pretty good.
- 109 General information about the city plans as a whole
- 114 A great deal of care goes into writing them. They are clear and concise and give me the information that I need.
- 115 It's generally been frank and open plus a decent amount of detail
- 116 I feel mgmt has been fairly transparent in communicating the current situation and how it affects staff/public.
- 118 Email sent direct from city manager
- 121 Daily summary works great. Information on citywire is also good to check the latest update.
- 122 Clear intent to keep staff informed
- 123 I am receiving a clear and united message across the board from all levels



## ResponseID Response

- 124 A good amount of information being shared and I feel fairly well informed overall.
- 125 wordy - to political tell us what is new point form with explanation we can read it if it pertains to us
- 127 Consistent messages so not concerned missing something. See the person / ask questions on video
- 128 I have liked the update emails directly from Sadhu.
- 131 Zoom or video meetings from general manager. Team meeting updates.
- 134 The update posting at Citywire.
- 138 Emails that come from Sadhu are easily to search in outlook as he rarely writes so they are easy to refer to. I like that this emails update us all at the same time.
- 139 Staff are kept aware and up to date on COVID-19 actions.
- 140 I really appreciate the City Manager's regular email in terms of the content and tone. I would suggest that it could be slightly shorter and bullet point the key information up top.
- 144 Updates from the City Manager are great because they provide the entire organisation with the same information, in conjunction with the daily updates from the Provincial Health Officer. Website is good to be able to access COVID-19 information anytime.
- 146 As mentioned above PDS has been lucky to have great leadership and transparency especially through our all-staff meetings. As well, I appreciate the CMO's efforts for transparency. I found the recent layoff scare to be frustrating as there was transparency without details, definitely anxiety inducing.
- 147 Sadhu's emails have the right cadence and level of detail and empathy. They're great. Luckily for me the rest of the content on Citywire doesn't apply to me at the moment so I can't speak to that.
- 150 The regularity and consistency of the communications has helped me remain aware of the decision making processes which affect both myself and the organization. Despite often discussing sensitive and challenging topics, the approach has been transparent and human.
- 151 No complaints
- 155 City Manager e-mails are informative.
- 156 Really appreciate City Manager's email, GM's email, GM's all staff webex meetings

## ResponseID Response

- 158 Happy with frequent updates from city manager, supplemented by information from my supervisor for job-specific info every few days as needed.
- 160 So far comms has been great. Keep modifying it to match the pace of the changes coming through.
- 162 I am enjoying the regular updates, I feel like the City is taking an active approach to keeping staff informed
- 163 It is good to receive 3 emails a week to ensure that the updates are not too "old" by the time we get them.
- 164 Information is clear and well distributed
- 165 I mainly rely on Sadhu's email broadcast. Reducing the number of sources that I access, for me, has helped me focus on the key messages. What is helpful is that it summarizes two or three main topics of the day with links to pages with further detail. As it originates from Sadhu's email address, it reinforces a much-needed leadership voice, a unified tone and approach. I am extremely impressed at how well communications have been managed up to this point by the City Manager and communications staff.
- 170 Communications come often to work email.
- 172 I like getting the updates from Sadhu, and Gil gives us an update once/week at PDS all-staff meetings which is nice too. I think it makes sense to send out messages as new information comes to light, so there doesn't need to be a specific schedule for updates so much as being transparent and keeping us informed as new information comes to light (which seems to be what has been happening to date).
- 175 Frequent communication, content rich communications: video's, links, etc.
- 176 Emails have been used efficiently to broadcast information that are specific to city staff, but general to the broader group.
- 181 I like the City Manager updates, so I can see how the whole organization is being affected by Covid 19, as well as more specific emails from our department heads, on Covid.
- 182 positive yet realistic updates that has been honest and transparent, welcoming ideas from staff,
- 184 emails
- 186 Daily updates from city manager and constant availability of supervisors to answer questions or clarify info is great. Esp during a situation like this where we have never been through nor have the answer ahead of time. Everyone was very understanding and gave a bit more flexibility which is much appreciated. It shows the care for the people vs politics in such a scary time.

## ResponseID Response

- 187 The every days format allows for addressing things as they happen. I could see every other day or even less frequently working as long as important updates were addressed promptly and not affected by waiting until the next update is "supposed" to go out
- 188 I think the City has done an excellent job. Daily updates were fantastic at outset and reference website was great to get questions answered.
- 189 City Manager emails
- 191 The amount and timeliness of relevant content is superb.
- 192 Basic information about the effects on City Services and staffing levels.
- 194 (1) it's coming from the top (City Manager) - shows good leadership; (2) with respect to comms coming from own dept. Director, the information is further provided in better context as it is framed within the dept. function (3) Frequency. To date the frequency of these communications has been excellent given the novelty and critical level of the crisis (4) Support by dept's Director and management (5) IT support - amazing, and many, many thanks for supporting staff to the best of your abilities and resources within this time of crisis
- 195 Not too much repetition. Good links to other resources and documents.
- 196 at least you are trying to communicate. now its time to be honest and try a whole lot damn harder.
- 201 --
- 210 I believe every effort is made to gather information and communicate it in a timely manner. In the early days things were changes so quickly that it was an impossible task.
- 214 weekly updates
- 216 I appreciate Sadhu's emails to keep us informed and it works well.
- 220 Email updates from GM of Engineering and City Manager. Citywire updates.
- 221 I think as soon as there is a change that affects staff we should be notified
- 222 It has been a great help while giving crew talks. The information and our response worked well. It made it easier for everyone to adapt and except new ways of getting our work done in a crisis
- 223 When I get an email from Sadhu or my manager, then I know it is important.
- 224 I think the breakdown of emails into short briefs by topic heading works well;

## ResponseID Response

- 225 A lot of info shared, though most not applicable to my situation
- 226 The news is full of related information so the current level, specific to our circumstances, seems appropriate to me.
- 227 Seems as though transparency is a priority, and I think that goes a long way with staff in terms of trust and accountability
- 228 - Frequency of updates is very valuable, as things keep changing so fast
- 230 The email.
- 232 The updates are timely and I appreciate the transparency in the messaging
- 233 When the changes first happened the daily updates were perfect, as things settled the reduction to every other day worked. Now as we move in to the recovery phase weekly if it is related to COVID but if it is with regards to reopening and restarting then every other day. It will really depend on content.
- 238 The daily updates from around Mar 18 was really beneficial. Changes on all areas we constantly happening and it was difficult to which was most up to date and what was reliable.
- 239 I app
- 240 I app
- 241 Receiving info from other departments
- 242 I appreciate the legwork trying to get the communication going, and the grounds the communications have covered.
- 243 It's good that the City Manager emails everyone daily.
- 244 My colleagues inform me of any updates as all email updates are only going to my work email.
- 254 I think it's adequate, as is.
- 256 To be honest, I don't feel that the communication towards staff in the recreation department is doing well enough to relay important and correct information to our department. I've been having to locate information from my colleagues who also have been asking their supervisors/management/HR what the daily e-mails that come through actually mean.
- 257 the crew talks.



## ResponseID Response

- 259 Appreciate the timely and relevant information from the City Manager. His personal commitment of time to communicate with the workforce directly is impactful, important and meaningful. Strong leadership is calming in these trying times.
- 262 email broadcasts
- 263 The communications were frequent
- 264 I feel the team is working hard to keep everyone up to date and to keep the flow of information going without making folks feel like they are drowning. The c-19 page is great and the new update makes it easier to read,
- 267 Our Carnegie weekly updates generated by our Management. There is also a daily team meeting that helps the front line works keep up to date as well as address concerns.
- 268 The emails from Sadhu have been much appreciated - it provided daily relieve that the COV is working hard in making sure employees are well acknowledged and to ease any anxiety due to uncertainties.
- 271 The regular messages are appreciated and expected by staff.
- 272 The email updates forwarded to employees by managers/supervisors are working well.
- 273 I didn't particularly any of the staff communication was effective.
- 274 Stories of people working on the front lines Situation reports well researched and objective
- 277 Emails from City manager are very informative
- 285 I think you guys are doing a very good job in extremely difficult times.
- 286 Sadhu's message is working well, from the beginning i initiated a morning meeting to discuss latest updates, so as to calm the panic early on. Then as well keeping my staff up to day on the latest as it came to me.
- 287 updates via email from city manager is good
- 289 I have nothing to say but good working with staff.
- 291 Emails and general communication from supervisors and managers

## ResponseID Response

- 293 First I would like to extend my appreciation for the information provided. Although we are all going through such an "awful" time, and I hate to think about Covid19, I think it is important to receive updates, it is nice to know about the current situation about 1) how the City is responding 2) providing information about how we are moving forward in cooperation with health authorities. On a personal level: 1) as a city employee I am proud of how the city is responding and 2) I am also a resident of the City of Vancouver I know that I am in good hands. And we have good provincial leadership on this. I just want to say that I think you all are doing a great job. Hoping you stay safe and well.
- 294 The daily e-mail was great. It works well.
- 297 I do like the city manager's updates on a regular basis.
- 298 City Manager's updates are informative and easy to read
- 300 The only thing that it's working is by not reading unnecessary emails that put people through panic.
- 301 Regular Deals with staff concerns, such as lay-offs, remote work etc.
- 304 I believe most staff is getting there info from the news, and when ?'s are raised there managers are doing there best to get updated info and answers. It is a bit difficult due to how fluid a situation it has been.
- 306 The emails and video livestream have been helpful from both the city and VPL. It's nice to know that we are included and updated.
- 308 Feel well informed by leadership, valued and safe.
- 310 I have appreciated the balance of tone - direct and personal - in messages from Sadhu Johnston.
- 311 -The fact that communications are coming from our City Manager instead of a broadcast email -I know that the Communications Team is working hard to find the right balance between quantity and content -Asking staff for feedback via this survey
- 312 It was reassuring to get daily emails from the City Manager during the first weeks and as we adjusted to the circumstances. The weekly emails now seem sufficient.
- 313 City Manager emails are informative, reassuring, and feel honest and genuine. I like the updates every day or two, but I understand this is a busy role so one email a week with links to any updates would be appreciated.
- 315 no complaints. The province updates their policy and procedure, the city uses this update to figure out what to do next.
- 316 The emails and Citywire updates are good sources of info so far.

## ResponseID Response

- 317 Most of the time, the tone of the City Manager's emails are appropriate. Information is provided in context and is up-to-date.
- 321 crew talks are a simply but direct way to talk to crew and pass on messaging, they do need to be unified, same message from all groups
- 322 when something changes we get notified, system is fine. The future is unknown and that's the way it is.
- 323 Electronic communication is good and well thought out. Could use more visual displays.
- 324 As a VPL employee, we have been receiving clear updates from the Chief Librarian via email and video. The information provided helps with understanding where the organization is in their planning.
- 325 Receiving timely updates
- 328 UPdates from City Mgr are clear and succinct, as well as timely.
- 329 No comments
- 330 Regular updates from City Manager and Direct Supervisor
- 331 I have enjoyed and been looking forward to Sadhu's emails.
- 334 I like the daily updates by the City Manager and our general manager of engineering
- 340 City Manager messages and videos; regular updates from PDS management
- 341 Informative and consistent
- 343 Honesty, and clear, excellent writing.
- 344 Nice to receive weekly updates from the City Manager
- 345 Daily updates is nice
- 347 Sadhu sending messages (either video or by email) to all staff.
- 350 Communication from City Manager has been frank and open.
- 353 It is factual and relevant. Pertains to the City of Vancouver and not other cities.
- 354 The fact that we get regular updates.
- 356 I like the weekly emails from the City Manager and weekly Teleconference sessions with my Division

## ResponseID Response

- 357 I think it is important to receive updates from City Manager, his emails provide a broader picture of what's happening within the City. Anything specific to our daily operations, we get updates from our Manager.
- 358 Providing staff with the latest information, as soon as it becomes available.
- 359 Information is coming in regularly. At this point daily messages are not necessary unless a big change has happened but keeping informed regularly has been very useful
- 360 I find the summary broad caste emails from senior management helpful.
- 363 So far I am very satisfied with the communications (from all aspects) that I am receiving
- 367 The City Manager emails contain detailed information on a regular basis so that we feel kept in the loop.
- 373 Being open and honest about the challenges that are being faced. Sharing the challenges and seeking input on how to address.
- 377 Great effort to ensure that everyone has communication. Thorough and well presented.
- 378 Keeping staff informed, trying to get the information well spread to everyone.
- 385 Amount of transparency was appreciated.
- 386 I really appreciate the FRS All Hands that our GM, Patrice Impey, is leading. She provides a big picture context to the decisions made by leadership and council as well as answer questions or gets the right person to answer (e.g. HRC). I find it grounding that leadership is willing discuss the hard decisions they have to make. I recommend all GMs do this or at least directors for their staff.
- 388 Thorough information
- 389 Consistency, and responding when there is a spike in news related to Covid-19 and a City response is required in some form, even if in general acknowledgement of this news.
- 390 I appreciate that information is being provided in a timely fashion and that there are regular updates on the situation.
- 391 I appreciate the City Manger emails
- 392 I appreciate the constant stream of info and updates in this uncertain time. It's reassuring to hear what actions are being taken.
- 394 emails
- 395 You're using multiple channels, which is good.



## ResponseID Response

- 396 I prefer the emails from our City Manager and it is good to be kept informed on the impacts of the virus and how it's going to affect City staff and how we continue our operations. I prefer working from home, I do not want to risk taking transit to work and going in any sooner than we have to. I prefer emails from our City Manager and our GM during our departmental telephone meetings.
- 398 Regular updates are great (particularly during an ever-shifting landscape) and there is real compassion and understanding being voiced in the communications which is appreciated.
- 399 Compassionate. Detailed.
- 400 The City Manager's emails are informative and I appreciate the daily update.
- 401 City Manager's emails are excellent. Video updates are good too.
- 405 Communications are constant
- 410 Citywire and CMO updates
- 412 Content is current and up to date.
- 413 Good communication flow through GM (I'm a direct report). Good communication in City Mgr. emails and web ex
- 418 There is lots of information coming out daily
- 419 daily morning meetings with management and all staff.
- 421 having my superintendent forward email from the city manager to my personal email account so i can still see the message while away from work
- 424 Lots of information being provided and it seems timely - i.e. we are getting the official information before bits get out and rumours can get started - I think that is really positive - especially in an environment where everybody is already a little (or a lot) anxious. So thank you for that.
- 425 For staff still working: Citywire. City Manager Updates emailed. Briefings emailed.
- 426 Updates from City Leaders
- 429 It's good the way it is city manager emails

## ResponseID Response

- 431 Sadhu's progress updates are helpful. They give me the confidence in knowing that our city's leaders are actively working to get all us back to a newer and safer normal. Kevin McNaney does daily check-in for our team at the PDS Special Projects Office, and Andrea Madden does a now twice-a-week check-in for the PDS administrative services team. Both are appreciated, because they're two-way conversations. Kevin and Andrea both update us, and give us opportunities in a round-table format to ask questions, give updates, or list concerns. Often, there's the "how are you feeling, really?" conversation, which helps us acknowledge our real feelings, which enables us to healthily process them among peers (rather than build up anxiety or resentment). Gil Kelley also does weekly PDS updates, which is also helpful, especially given that he's in the CLT. He's very open about his thoughts and feelings and his leadership is highly valued. There is an active chat box, and Gil and/or Christina Medland both answer questions and address concerns. Again, this two-way dialogue is helpful, and the timing for this is good. The uncertainty is real, but the leadership demonstrated by the aforementioned individuals helps provide much-needed calmness and direction.
- 432 Sharing anything new
- 435 Regular e-mails and options to ask questions and related documents included in the emails.
- 437 we all are aware of what is happening and well updated
- 443 All email messages have been written verywell, they are clear, frank and positive when possible. I feel confident that we are all working together because of these emails.
- 445 Messages coming out consistently - we know we can rely on the messages keeping us up to date on the latest information.
- 447 Keeping us up-to-date and having us feel included in the updates, as well as promoting a good sense of community. The especially good ones are where misinformation is dispelled
- 448 Personal email from Sadhu goes a long way. The tone has been honest and respectful.
- 451 The city wire page is great so you can go there as a first stop when looking for information.
- 456 We don't have staff updates except for the All Staff bulletin from the City Manager and that is working quite well as it's better than not getting any information.
- 457 I find the communications from the office of the city manager, forwarded by my supervisor, to be both timely and more than adequate in their detail, to satisfy my job related concerns as the situation progresses...
- 461 City managers email

## ResponseID Response

- 471 City Manager is staying well connected with the workforce at large, and the Connected Leaders meeting recently have been very helpful.
- 472 Reliability of timing, fair amount of transparency given that there are so many unknowns
- 474 Crew talks.
- 476 Info coming from City Manager instead of generic broadcast email
- 477 Very consistent and open communication, which I sincerely appreciate!
- 478 Staff communications are succinct, informative, and encouraging. The communications cover relevant issues affected by COVID-19 and prepare staff for what is coming in a positive way.
- 479 The head lines for the sections.
- 480 The frequency and detail in which the announcements are told
- 481 I meet with my staff for a crew talk three times a week and give them an update to keep them informed.
- 483 I think the overall brief and personal format has been nice. general information can be found all over, I like that it is focused on COV and how it may affect the City or staff.
- 487 City Manager and GM emails do a pretty good job of stating the broader conditions. Speaking with manager & supervisor during daily team calls adds a layer of more detail, often with information specific to our branch.
- 489 email communications, City Manager Updates
- 492 Weekly all staff meetings with Gil
- 494 regular updates received via emails
- 496 I appreciate the updates directly from Sadhu and that we're being kept in the loop as things unfold.
- 497 Very comprehensive, timely, love the charts when you need info
- 499 I like the links. The emails are very well researched. I've found them helpful.
- 501 City Manager e-mails are useful, helpful and timely.
- 503 I am really impressed with how all of these changes have come together in such a short period of time. It is never easy or comfortable to communicate when there are so many unknowns. I am also really impressed with how much staff mental health has been encouraged and emphasized during this time.

10. Tell us about gaps or how we could improve staff communications about COVID-19.



ResponseID	Response
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1	More photos of kittens please.
14	We should include dashboard information in Sadhu's email to show general response/recovery information in an easy-to-digest manner.
15	None
16	More visual, graphics - less wordy
17	Some of the communications sent out by the City Manager has not been well thought out, and have caused a great deal of anxiety and stress among employees of the city.
18	n/a
23	Unclear HR-related information
27	Increase brevity of emails. Decrease length of emails. Use infographics and implement ways to break up long paragraphs. Managers/Supervisors should not have to provide the updates.
28	Seems to be working very well
32	Can't think of anything; Everybody has been super good and considerate. Love the solidarity. Love the fact that layoffs have been deferred. It would not affect me as I have seniority, but I would hate to see the lack of spirit if that happened.



## ResponseID Response

- 34 Communications seem to be trailing off. We need information more than ever as we enter into the recovery phase.
- 37 I don't feel there are any gaps. The information provided is very good.
- 40 n/a
- 41 greater detail on personal impacts (financial, lay-off, edos
- 42 I understand there are a number of task forces at work... it would be nice to know more about what they are doing.
- 46 It would be nice to see what other departments are being told and what's happening for them. It would be nice to know how our colleagues in all parts of the city are being affected.
- 47 None
- 51 Maybe reduce the overall volume? Especially if 5 various updates are 80% saying the same thing in each one. Maybe chop it to 2 updates and each one is 80% new/different than the other daily.
- 54 Need to have a platform to channel questions or comments
- 55 Earlier on it seemed like there were emails for the sake of sending emails, but they were rather repetitive and contained similar information.
- 56 Weekly works well for me, but would also like an immediate update for "Breaking News" type of information.
- 63 N/A
- 72 None. I think you're doing a great job.
- 73 Share more about what the EOC is working on, specifically, more examples of what it has accomplished and what's ahead.
- 74 Redeployment, questions on union and HR-related issues, pay protection and layoff, ROE, CERB information, recall
- 83 There's a lot of duplicated information being sent through different channels in addition to lots of emails being sent that contain little/no new information as things slow down and stabilize. Would be ok with less frequent communications as long as critical changes/updates are still communicated in a timely manner.
- 85 Testing for all employees that are in jobs with "contact" to other people. We have a staff member off right now with virus like symptoms....."no testing"

## ResponseID Response

- 93 Not always alignment through all levels, likely due to the pace of change
- 94 Don't have Sadhu send scary emails around dinner and the evening. It can be stressful if you quickly check your email. Also don't keep on talking about layoffs and then maybe no layoffs. It is seriously stressful. I think it would be kinder to just lay people off and let them know at that time.
- 95 More clarity on operational requirements and procedures (for example, payroll time entry, prioritization and cost settlement for COVID19 related work, future plans)
- 97 Less fluff such as sentimental accolades.
- 100 Not sure - I think there has been enough.
- 102 Coming from one source like EOC.
- 109 Nothing very specific about my department alot of the time (parking enforcement)
- 114 No
- 116 I think you are doing a good job
- 117 Shorter messages, only important facts
- 118 email updates are infrequent and happens haphazardly.
- 119 Information needs to be clearer, specially the ones involving staff impacts
- 122 Some communications especially those involving HR matters may raise questions. Anticipating some of the more likely questions and addressing them accordingly in the announcement is likely to help assuage concerns.
- 123 short, factual updates are welcome
- 124 Information meant to cascade down, is sometimes coming to the broader staff group before levels of management can preemptively share some of the details with the staff teams.
- 127 I have little idea about what the overall city response is. I am starting to work on a project and it would be helpful to understand all the projects the City has undertaken on a dashboard for a quick understanding of what is underway.
- 128 I don't see any gaps - so far it's been solid - nice work.
- 130 How about voicing our concerns. How about volunteering to be laid off. No one is being screened coming in to our workplace, anyone can come in !? (and spread their germs) Totally unsafe !?!

## ResponseID Response

- 138 -The Planning Department receives more regular and detailed emails from Gil than Engineering does from Lon. Many Engineering staff are working in the field, but for desk-based staff it's frustrating when Planning is getting much clearer, additional communication. With no communication from Lon, it often seems to be our branch manager to interpret Sadhu emails (sometimes incorrectly, I feel). -Please tell us how to set boundaries when we do go back to work sites. I am wondering what I am going to do if I being asked to go back even if 1) My work can easily be done remotely, 2) My work space feels unsafe/unsanitary (open plan, close quarters) or 3) other senior staff/coworkers are not taking social distancing/hygiene seriously. The last week before we were asked to go WFH was very unsettling for these reasons. I feel like the return to work will still have all of these same conditions. Extremely clear direction to \*all\* that why lower down staff have something to point to. "At your manager's discretion" is not strong enough language.
- 139 Nothing to add.
- 144 None
- 150 I think additional information about the work being undertaken by the EOC would be interesting for staff to review (e.g. how many staff allocated, the org structure, things learned, outputs and modeling, etc.).
- 151 be more specific about things important to union staff... e.g. the city manager's email about staff not getting raises was confusing, we were all waiting for that email, then were left a bit puzzled... not to mention that a vote by the people who its affecting would have been nice!
- 156 mechanism to provide ideas to EOC (but also need to know how EOC operates in order to do so)
- 158 Communication from the union has been spotty at best. Would be helpful to have a dedicated channel to go to as needed, such as by slack. Email is very slow over vpn, and more email updates just clog up the system.
- 162 I find that the communications around layoffs and furloughs not clear and require interpretation. Not sure if those communications could be more clear and concise and just spell things out without the need for someone to interpret.
- 165 One of the opportunities I think that was missed was strategic communications planning at the individual branches/group level. In my group, our communications related to COVID response were all reactive, when a problem or potential issue was identified. Because it was reactive, I think in some ways the messages came a bit late. More communications and strategy planning at individual branch/division levels may have ensured the right messages were delivered to the right people at the right time.

## ResponseID Response

- 170 It was stressful to be told we would be having mass layoffs and then being made to wait 2 weeks to see if we would still have our jobs. And then to have no added lay offs - no raises instead. I would have rather that was sorted out behind the scenes and then received the information of the final decision once it was made. It added extra anxiety to an already stressful situation.
- 175 email is the worst! Please make it stop! Really hope the City uses this opportunity to use something better like a private social media channel/platform (ie SLACK/WORKDAY). Not hard to find, almost every major corporation has non-email based communications and collaboration tools.
- 176 Decision making has not been transparent, and often we found ourselves with little resources to deal with new information and decisions.
- 177 flag when HR changes are made to the FAQ, comp and payroll, coding or other processes. Going into each link daily to search for changes and sometimes missing them is not only inefficient time management but also risks us missing something and having an issue that needs to be resolved after the fact and that's even more time consuming. Also being able to get responses that are specific vs generally being referred back to the FAQ or Framework for the closest possible answer vs the one we are dealing with that could have HR/LR implications, although that improved recently as HR got their footing
- 181 There's a lot of information being circulated, however, what I would like to know; what is the plan for the City of Vancouver, on opening up community centres, city parks and libraries? We don't hear much about this, what the plans are to open these areas - I don't think the province has mandated these to be closed, so, what is the plan is for these facilities? We also don't know which City departments are considered 'essential services' and who is working remotely and who is not. I've heard about layoffs, but I don't know which staff and departments are still working.
- 182 There are still many folks without VPN access, therefore unable to access Citywire or city staff pages.
- 186 It's definitely challenging to maintain the same information for such a large organization. City manger direction and information is broader and may not apply to each working group in the same way and the info from the working groups can also vary from supervisor to supervisor or location to location. Written information is probably best versus spoken as info changed a little bit at a time the farther it comes from the source. It can lead to stress and frustration for those directly impacted.
- 191 None come to mind.
- 192 How do the city and the provinces plans to reopen follow the same time line and what are the guidelines.
- 193 Payroll and HR don't appear to know exactly who is working and who is on pay protection.



## ResponseID Response

- 194 With respect to daily COVID-19 updates, perhaps set up a Q&A or FQA page addressing staff's questions and responses thereto. Provide general instructions to staff on how to: (1) raise questions; and (2) check for responses. Perhaps there are some that have questions that have already being raised but the responses missed, for one reason or another, or some that simply feel uncomfortable asking, again, for one reason or another.
- 195 Sadhu can get a bit wordy at times, but I appreciate his sentiments and care.
- 196 I want to know what questions you are asking the provincial health authority and what they are saying. I don't trust that you have not put your own spin on it. I WANT TRANSPARENCY! I DESERVE TRANSPARENCY!!! I want to know that the next time this happens the city will have its shit together and not take forever to make decisions and not constantly change them. I want to know that the next round of covid-19 means I won't have to risk my life and those of my family coming in to work everyday because the city does not have enough resources in place to ensure that those who need to work from home can. MY LIFE IS JUST AS IMPORTANT AS MY COWORKERS'! MY FAMILY'S HEALTH IS JUST AS IMPORTANT!!!!!!
- 200 Some of our colleagues are laid off and their city email is discontinued. They can't check their email and log on to citywire. I'm wondering if all staff emails can be sent to their personal emails.
- 201 --
- 209 Love for the website to be more searchable for specifics - went looking for the CUPE 15 agreement and had to search through individual day updates to find broadcast for the right day to find the specifics of the agreement so I could understand the payment protection for the various staff groups (RFT vs RPT, etc.)
- 210 I don't think there is much else you can do. the fact that we have an outside of the network ability to go get information is important. Perhaps an opt in opportunity for people to receive push notifications via cell phone (city or personal) regarding updates ie. a notice saying an update has been made to the COVID-19 page with a link to the url where the updates are?
- 216 I got only one email from our department GM during the pandemic, and it was about possible layoffs. My reaction was different from when I received Sadhu's email about it because when it comes from the department GM, it implies directly to our department. It made me so anxious for a week and couldn't focus on work until Sadhu's email confirming it won't happen. I would appreciate if she refrains from mentioning potential layoffs unless a firm decision is made.
- 218 One place for information communicated by Sadhu, don't know if that exist
- 223 I'm finding that because I generally do not have that many meetings, there are whole days that go without speaking to anyone and that has been hard.

## ResponseID Response

- 224 Perhaps by adding both Topic Heading AND Staff Heading ....ie. Return to Work: Exempt Staff / Reopening: Park Board: Stanley Park, etc,,,
- 225 Could have included ALL staff in mass emails from the get-go. Information was sorely needed especially after shutdown. Never received any email directly from managers despite having my personal email passed on for inclusion.
- 226 I am happy with it as it is.
- 227 The initial tech gap was difficult. It seemed to expose a kind of a hierarchy, where senior staff were able to safely work from home earlier than junior staff. That hierarchy made things feel less certain, and created an unpleasant feeling that the vulnerability of certain staff is acceptable. I do commend the quick adaptation made by the city to get tech to staff!
- 228 - Some of the first messages were a bit confusing with the emails suggesting staff to use Webex and request VPNs. When at the time I was placing requests for my team and IT was rejecting VPN/Webex requests, because they were maxed out - Some of the emails regarding the upcoming layoffs could have been written in a more thoughtful way. While I understand the need to keep staff informed to explain the challenging financial situation of the organization, it also created lots of anxiety for staff that in the end wasn't necessary as they didn't end up happening. - It also seemed branch managers were informed right after emails with info about staff changes (for example furlough), as they would gather staff immediately after for a debrief. I would prefer to hear first from the branch manager what is happening, than from an email for All staff.
- 230 Emailing with no updates doesn't really help, I doubt many of us need to be in on many of the conversations that are mentioned in the mass emails.
- 232 It is unclear at times what the City departments are doing and what the EOC is doing. Also, it is difficult to know how to best escalate when a decision needs to be made. In times of financial constraints and unprecedented needs, it would help to have more clarity on decision making criteria and what the mandate/role of the City is
- 235 Poor communication to employees from employer - many unknowns that employees have to reach out for. So many uncertainties due to the lack of communication or constantly changing communication. We're told to "stay calm and keep safe" yet our stress levels have gone through the roof! There are also a lot of inequities in positions that have been laid off. Many people working from home are not doing any work because their program (ie Keep Vancouver Spectacular) is not running or shouldn't be running at this time as it doesn't generate any revenue.
- 238 Just being as transparent as possible for any and all changes.
- 242 They are not specific and are not entirely conducive to employees asking questions.
- 243 If there could more HR communication about how pay protection and CERB works. There's lots of questions applying for CERB.

## ResponseID Response

- 244 The information was patchy and did not have all of our answers.
- 254 None come to mind @ this time.
- 256 Communication should be passed on to the staff once management and supervisors have been on the same page and the information is accurate across all boards. The e-mails we receive contradict the action that management has taken. 95% of the time I'm gathering information from my colleague who has to ask their supervisor what the e-mail we received meant. I have not received much direct information from my interim supervisor. This has caused me a lot of stress trying to figure out what the next course of action is by trying to decipher what the communication means. Most confusing part are the daily & multiple e-mails that we receive from Management and the City Manager. These e-mails are a blanket e-mail that goes across all departments but lots of confusion arises because what is communicated in those e-mails dont apply to our department.
- 257 Maybe sending the crew talks by email to who would like to receive it.
- 262 re-organize citywire, which is being done, so all the info that was sent previously can be reviewed
- 263 Remember that engaged employees continue to monitor their emails after receiving layoff notices. This is a stressful time and communication that is contradictory, or only applies to certain staff members does nothing to ease the confusion
- 267 The staff at Carnegie are kept in the loop as the issues arise. Especially the neighbourhood issues that directly effect the staff.
- 268 Tailor updates specifically to each department and how it is impacting the operations. There were insufficient information in regards to the closure of community centres, the activation of emergency shelters, and the leading up to the layoffs that happened. There were insufficient info/lots of confusion on the "next steps" for staff who were laid off - ie. the usage of banked time before lay-off notice, when to apply for CERB, how to get ROE, or info on pension and benefits and how the layoff will have an impact. Most importantly, there was minimal contact from the Leadership Team of the Park Board which made all staff feel like we were in the dark. In total, we only received 1 email from the leadership team and it was only after the announcement of the layoffs of all affected full-time staff. We never heard from Daisy or Malcolm.
- 271 As a manager of staff, it would be good to get a heads-up on HR-related messaging going out through an all-staff email prior.
- 273 -I was hearing things through rumours -I usually heard about things from colleagues - nothing during this ENTIRE process was ever definitive -direction and directives were different depending on which level of management were communicating it -the only thing that was clear was when my PPP started and ended -when information was communicated, there were so many questions that seemed likely to come up, yet an answer wasn't ready

## ResponseID Response

- 274 Too much info- just want one page bullet points and succinct
- 277 I'd like to see more from our direct managers
- 281 Gaps are on the departmental level. How EOC decisions impact the immediate job and how to decimate the information to all stakeholders.
- 284 not all managers have good people skills/or communications skills....at times like these staff are feeling let down by some of the managers.....the pandemic is really showing the true colours of some of these people....
- 285 Really cant think of any at the moment
- 286 Duplication of messaging, is overwhelming. Multiple crew talks with changing information as fast as hours apart is very confusing. Messages being sent out then retracted, all this could be done better and in a calming fashion which helps everyone included on the messaging.
- 287 not sure, current system is working well
- 289 by emailing people.
- 294 I would mention at the end of each e-mail communication that if there is no applicable information to relay, then there will be no update the next day...instead of feeling obligated to write an update
- 297 I think you should get feedback from staff on what is working & inputs on how we should return back to work.
- 298 Official policies are "updated" without highlighting of the changes. It's hard to tell what needs to be done differently, with things moving so quickly changes to OH&S, and other policies should be highlighted.
- 300 KEEP THE INFO SIMPLE!
- 306 lack of information of what the full year may look like although I understand it's fluid, it remains a mystery of what the city is thinking. Also no information about how this affects the capital budget expenditure
- 308 No gaps.
- 311 -Initially there were too many emails from the City Manager -City Manager scaring staff with emails about layoffs (this could have been delivered better via a recorded video) It would be great to get more: -Video updates and less email updates from the City Manager because video captures body language and tone -More emails with photos of staff recognition because a photo would stick better than text only

## ResponseID Response

- 312 Tell us about the steps the City has planned out to align with the different phases that the province has outlined.
- 313 I don't think there are any gaps. I watch/listen to one or more press conferences every day and it's nice to get an update the following day as to where the City stands. Sometimes information or details are not available but the Manager is honest and assures more info is on its way.
- 315 there is no problem
- 317 To increase readability, perhaps consider distilling the City Manager's emails to a shorter form whenever possible. This might be achieved by linking to internal websites for staff who would like more information.
- 321 to many groups having to much input
- 323 Covid posters/information and social distancing stickers/reminders on the floor should be workplace staples, as not all staff has access to computers. We rely too heavily on emails/electronic info, there should be a united front, with the same consistent physical information, across the board - so no matter what department you work in, all offices and lunchrooms have the same information.
- 324 have not experienced any gaps yet
- 325 Too wordy..... too long. Add a section as a recap-summary in point form of important information.
- 328 Staff didn't receive a standard message that we could use in our daily emails. I felt that this message should have been sent out to staff early in the game.
- 329 No comments
- 330 Could be a bit more timely, for example; our supervisor had to have a rushed meeting to let us know about the new furlough days, so didn't have answers to some of our questions.
- 331 I am happy with this
- 334 our office always had two managers but since they've left, our department now has 4 managers, none of which knows what we do or how we do it, yet refuse to work with us, the specialist, and choose to manage in a silo. many foolish errors are causing confusion with our clients.
- 341 I think the city is doing great in communicating.
- 343 There is a lot of email.
- 344 The current communications are fine



## ResponseID Response

- 345 Tone does not always match the message. Don't tell us bad news like it's a good thing. And as above, the layoff announcements were very tone deaf and once the "miracle solution" came out it just seemed like pandering at our expense. I get politics, but staff are not and should not be tools for that.
- 347 Maybe consider letting staff know how often the information will be announced might be helpful (ie. a specific day of the week unless of course the information is urgent)
- 350 Some City info has obviously been inaccurate, such as the posters placed in City offices in March claiming that the virus is only transmitted when someone is clearly sick. Even back then, there was much reputable evidence discussed in the media to suggest it can be spread asymptotically. People in my office were very disappointed the City wasn't using the precautionary principle to protect staff health.
- 353 None I can think of.
- 356 I would like more information about impacts pertaining to me and my department
- 358 More details about the City's plan to re-open.
- 363 Continue to be honest - if we don't know tell us that; if things change rapidly one day and not so much the next keep us posted - we understand that things are unknown and changing daily - just let us know that that is happening
- 367 In some groups I've spoken to they are getting conflicting information from their manager, don't know which website to go to for information, and there are many questions about their benefits.
- 368 lacking transparency regarding intentions, goals and directions application of pay protection was an absolute mess
- 373 I think generally the messaging is quite good. Overall communications with opportunities for staff to ask questions of their supervisors and managers is good. Could be more of an opportunity for staff to submit questions, directly to City Managers for answers in the weekly emails. However I think many questions are getting passed up through managers.
- 377 I do feel at times it was just a bit too much and caused concerns in my team rather than making them feel safe. I recognize balancing volume and content can be challenging and that under communicating can be a bigger issue.
- 381 not all of us can check citywire because we are no longer working on site or laid off. our supervisor emails sadhu's updates for us to our personal emails but we cannot click on the links.
- 385 Some information was provided that didn't apply to all-staff. More information on who it applies to is better; some wording was vague.

## ResponseID Response

- 386 At times as an exempt employee, it has been confusing to know if an announcement is made for all staff or only unionized staff.
- 388 Sometimes too much information, or irrelevant information. Would help to have links to samples of how policies might apply to employees.
- 390 Many of us still do not have VPN access, so sharing resources through Citywire is not helpful. Please include a link or an attachment that does not require a VPN so that we are able to access all the information that is being sent out.
- 392 More detailed information that provides specifics (dates, specific obligations or expectations, etc). For instances, if exempt salaries are cut and the EDO program is 'suspended' (in part), you must be very clear about hours of work, employer expectations and rationale.
- 395 I acknowledge that this is a difficult situation, but the layoff situation was not handled well. When it was proposed that exempt staff would have an across the board 10% pay cut and unionized staff, who are still in operational positions, could have layoffs this seemed to be a very reactionary decision. It did not factor in that some exempt staff don't get payed that much, whereas others do. There was also no clear indication that everything could've been done to avoid layoffs and that it was being done in an equitable manner. Should this situation be required again, please consider the way that you communicate and solicit information from staff and the implementation of actions. For example, those who make \$250,000/year can afford 10% pay cut without much of an impact on their lives, whereas those making \$50,000/year but get layed-off are taking a 45% pay cut for EI, or little over 50% for CERB and go from being able to pay their bills to potentially using a food bank. That doesn't seem particularly equitable, reasonable, or good for morale building or business continuity.
- 396 I feel it's working fine and I'm happy with the information and updates shared.
- 398 With an ever-changing situation, numerous updates are great, but sometimes we've been updated on one topic and then it abruptly changes during the next update. While I realize this is the reality right now, if there are cases where it's known that circumstances may change, perhaps waiting until they resolve themselves further would avoid information 'zig-zagging' so much. In short, try to avoid misunderstandings or confusion as much as possible.
- 400 We need more information for our specific departments/divisions/branches. Especially in March, staff were often verbally given direction that was contrary to the City Manager's emails.
- 405 N/A
- 410 Division or Branch level updates on how updates impact or not planned workplans and connections on emerging work with other departments

## ResponseID Response

- 413 Too much info on specific things. Often multiple emails per day from Nadia Carvalho with good info from good sources but it needs to be pared down to fewer individual emails.
- 418 I didn't like hearing about the exempt furlough from an email, things like that should be delivered face to face or video chat. It has significant impact to us and our lives, I felt as though we didn't matter as people when that occurred.
- 419 having someone from OH&S come into department to go over ppe use and policies specific to duties we are doing in that department
- 421 create a private page for staff on a commonly used social media platform, so information can be given in the same place that questions and discussion can take place for everyone who is in the same situation together
- 424 Quicker turn around on questions where clarity is sought. An example is the work hours with EDO program gone. I think most people don't care about the extra hours and usually work what it takes to get job done and don't count hours - but just wanted clarity. The question was asked a few times and it seemed to take awhile to get a direct straight answer which may have made it into a bigger issue than it needed to be.
- 425 Staff who are Furloughed or on layoff emails to personal email addresses not always accessed. Co-ordinating crew talks and sign-off when crews are working from home or at home layoff or furloughed.
- 426 Id been getting updates or feedbacks regulary
- 429 Not really any gaps
- 432 They are sharing the old things repeatedly
- 435 Gap could be with staff who do not have access to e-mail or who do not work primarily with computers for their day to day work.
- 437 less e-amils
- 443 Would prefer daily updates.
- 445 I think you need some better tools to work with :)
- 451 Sometimes there are items in City Managers email which may need more explanation especially to do with employee issues.
- 456 Our Manager should be informing and updating us as it makes us feel appreciated and part of the team. There are never crew talks for inside workers and this is a critical time to be having them.
- 461 Heard very little from my departments Sr. management

## ResponseID Response

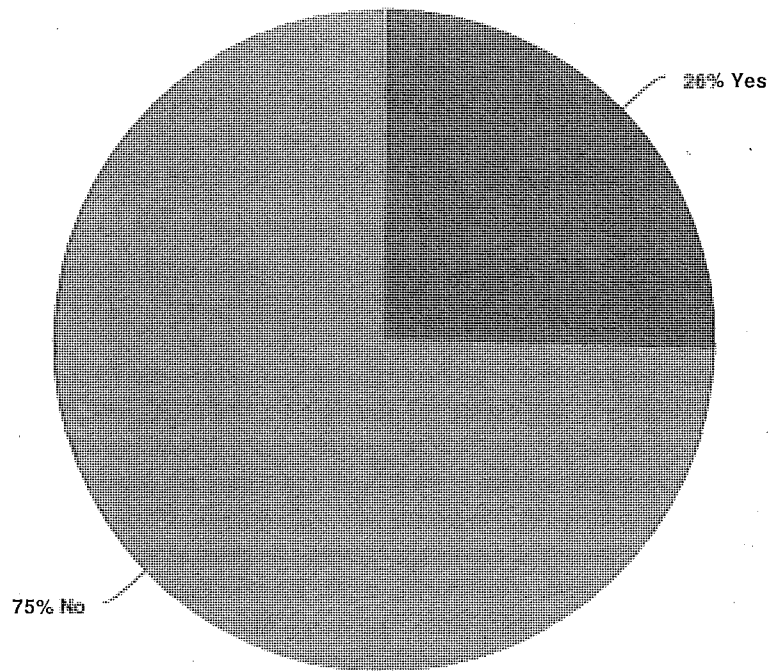
- 463 The email updates have been informative but it is challenging addressing staff city wide as what is happening in one branch is much different than other. I would like to see department specific email updates perhaps biweekly.
- 466 My concern lies with some of the now laid off staff who may not be thinking to check or may not know how to check Citywire or who may not have access to the internet from home. Communications from the City Manager are forwarded to our work emails by the Chief Librarian, but I am aware of many staff who are no longer checking their work email or signing in remotely to access our HUB page so they are not keeping up to date. Perhaps an update attached to the pay statement? or a link attached to the pay statement?
- 471 Connected Leaders meetings are limited to PB10 and above. We have a significant amount of people leaders at PB 8 and 9 also. I know it used to be an issue with meeting space, but given we are meeting virtually now (and should probably continue to do so in the new normal), it would be good to include all people leaders so they are receiving information first hand.
- 472 I find sometimes managers just forward on messages, rather than put the effort in to craft their own or to contextualize things for what it really means for their teams.
- 474 Email to workers without access to citywide.
- 477 I do not feel as though there are any gaps! I think you are doing a fantastic job when it comes to communication. Thank you!
- 478 It would be great to have a regular update at a predictable time each week in addition to any supplementary communications.
- 479 Nothing they have been great.
- 480 None
- 481 Its good.
- 486 Until you have information or decisions have been made, why provide partial ominous information to cause stress and anxiety?
- 487 I don't see any glaring gaps. Initial messaging from leadership in March could have been more clear but it's understandable that it was a day-to-day planning situation.
- 489 Levels of approvals, process for re-opening.
- 492 Tell us a bit more of the plans for the future. There must be some bits of information that can be given out. City manager sometimes too vague and casts a dark shadow over our already gloomy feelings.
- 494 none that i can think of

## ResponseID Response

- 496 Sometimes the emails are really long (because they have to be!). Not sure if there's a way to shorten them and direct ppl to a linked page for more info?
- 497 what do managers need to know as opposed to need to share as opposed to take action
- 499 Sometimes if they are very long there isn't time to go over it all during the work day.
- 501 Need updates/details on "back to work" procedures.
- 503 I am concerned about our younger auxiliary staff from the Parks Board. I am most familiar with the lifeguards, but during the summer months especially, students have been planning on working to be able to pay for school. For many, it is also an important social outlet at a very pivotal time in their lives when they are making important life decisions and navigating growing independence and adulthood. Some staff were away at school when the shut down of Community Centres occurred and they are returning home without knowing what is happening to the job that they were counting on. The staff at Killarney have an informal Whats App group that has been useful at sharing information. I am not sure if there are any plans for some kind of FAQ page for auxiliary PB staff. Also perhaps some kind of sharing of stories for the people who are temporarily laid off? I am going to share the link to the staff survey and encourage them to fill it out so that you can get a better idea of their experience.
- 505 More information specific to each department.



# 11. Do you manage staff?



Value

Percent

Responses

Yes



25.5%

127

No

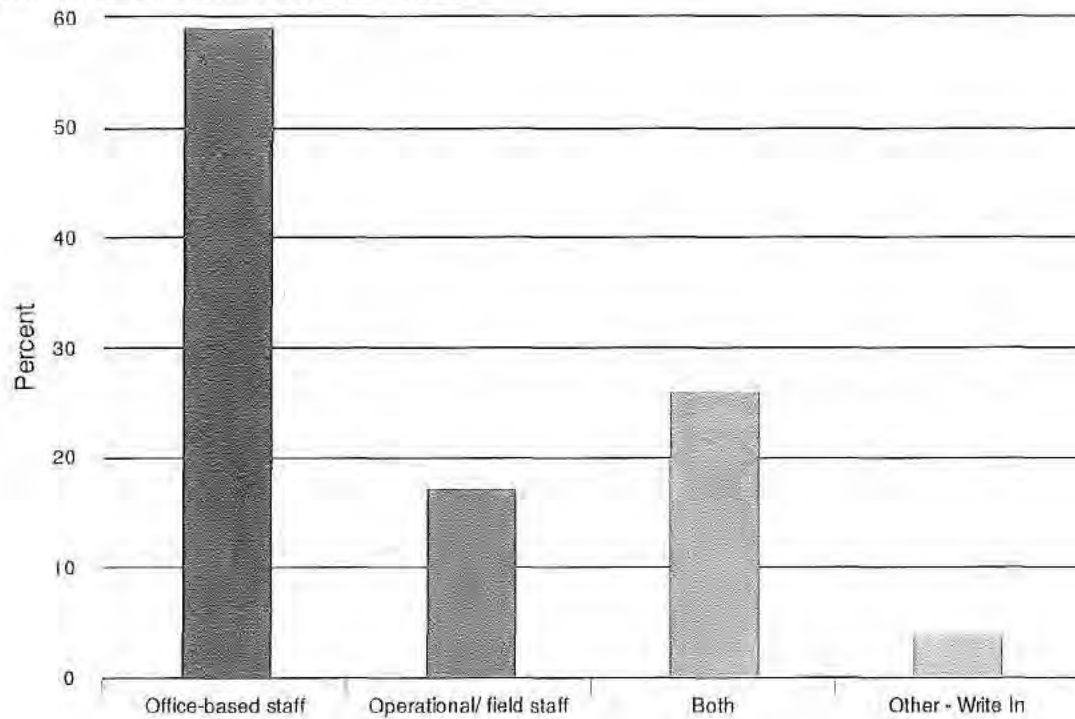






74.5%

371

**Totals: 498**

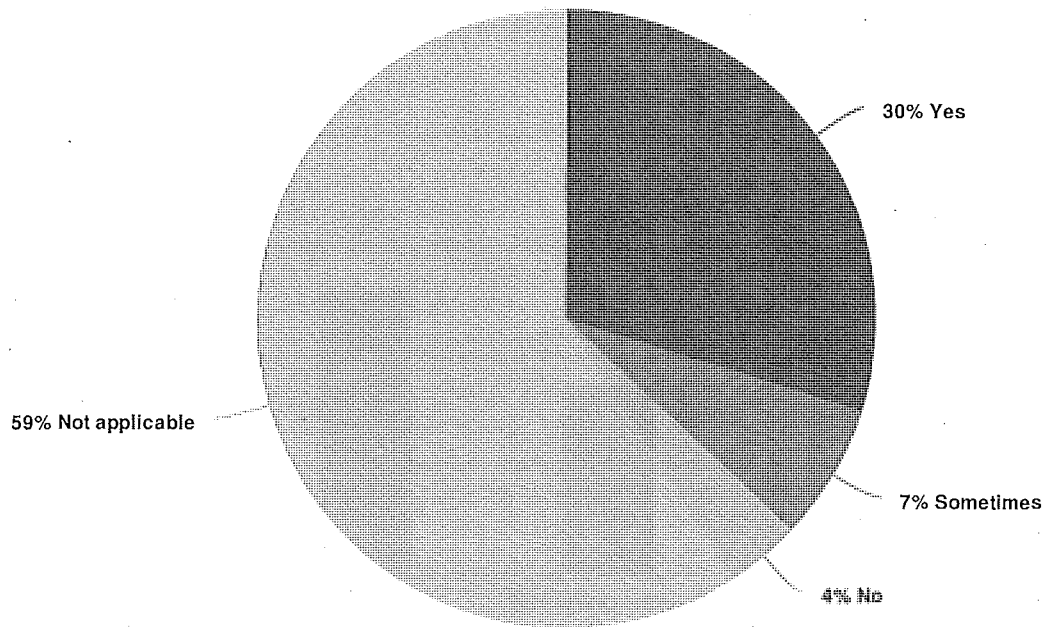
## 12. What type of staff do you manage?



Value		Percent	Responses
Office-based staff		59.1%	75
Operational/ field staff		17.3%	22
Both		26.0%	33
Other - Write In		3.9%	5

Other - Write In	Count
Managers	1
Project teams	1
Working subforeman	1
librarians	1
operational, at other job, not for the city	1
Totals	5

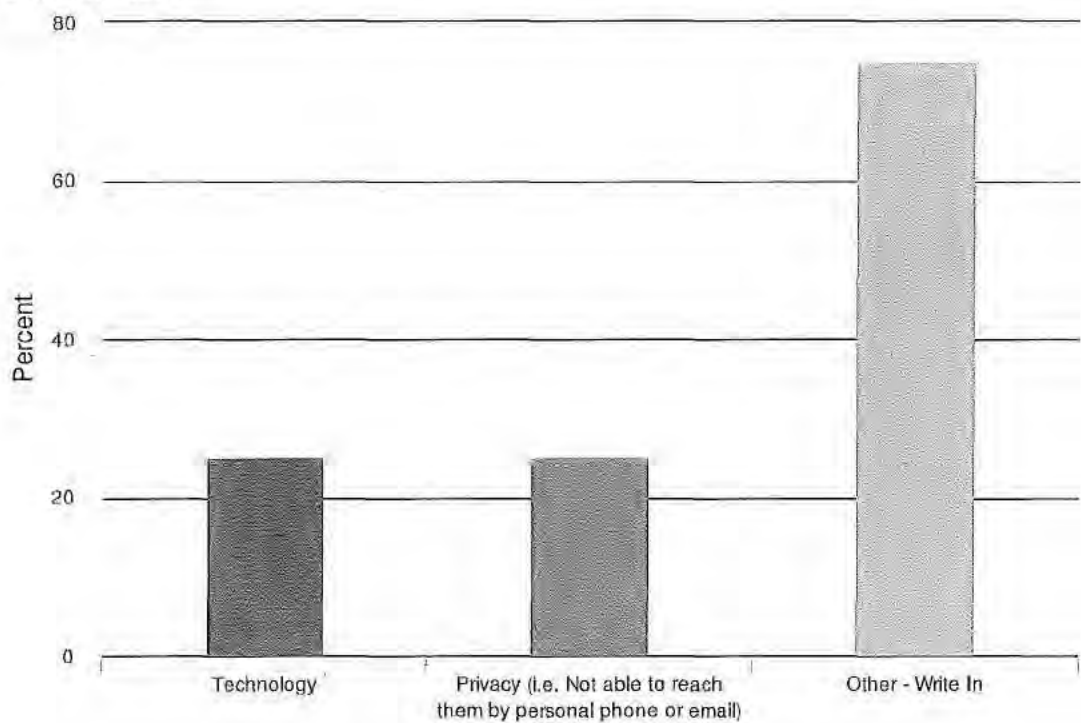
13. Are you regularly sharing all-staff emails with people on your teams who don't have computer access?



Value		Percent	Responses
Yes	<div></div>	29.9%	38
Sometimes	<div></div>	7.1%	9
No	<div></div>	3.9%	5
Not applicable	<div></div>	59.1%	75

Totals: 127

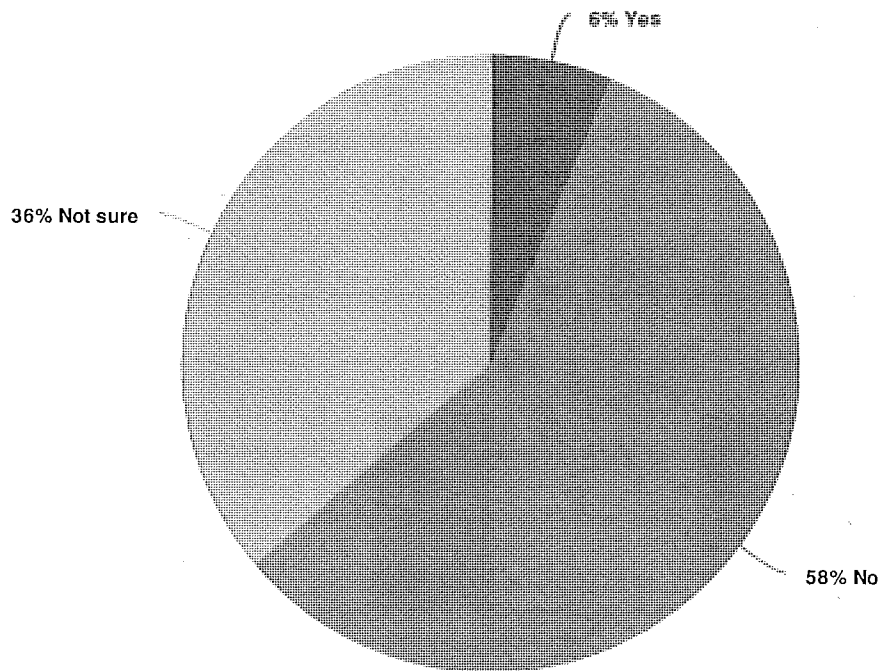
14. Why are you not sharing staff emails with people on your team who don't have computer access?



Value		Percent	Responses
Technology	<div></div>	25.0%	1
Privacy (i.e. Not able to reach them by personal phone or email)	<div></div>	25.0%	1
Other - Write In	<div></div>	75.0%	3

Other - Write In	Count
They are receiving the same updates I am	1
i don't mind doing that if it helps	1
it was not a procedure that was given to us	1
Totals	3

15. Are there additional channels or content that would help you share updates with your staff?



Value		Percent	Responses
Yes	<div><div></div></div>	6.3%	8
No	<div><div></div></div>	57.5%	73
Not sure	<div><div></div></div>	36.2%	46
			Totals: 127



16. What other additional channels or content would help you share updates with your staff?

computer connected employees  
 authenticator auxiliary benefit  
 basic app email  
 attend city accounts difficult  
 access info expired function  
 easier home staff meetings  
 communication check channel  
 forgotten

**ResponseID Response**

1 zoom

175 Youtube style channel?

186 Internal social media accounts may help. Something with a push notification function that staff can sign up for. Many auxiliary staff don't have email access as it's not required of their roles but would benefit from these updates.

263 a site/workgroup specific website that employees can check from home without having to log into the city server, which has been difficult for people who do not normally work from home, and therefore do not have the authenticator app installed and sent up. Likewise, would be difficult for expired or forgotten passwords. An easier to access (without authenticator) basic communication webpage to log into would help

320 Stand up meetings

424 Could Connected Leaders power point presentations be sent out so we can share the info with our staff that don't attend these meetings?

481 Stuff that is on City wire I can nnot email to peopel who do not have City Computer access

17. Is there anything else you would like to share with us?



**ResponseID Response**

1	you are the best team!
15	None
16	More thank yous to support staff generally.
18	Great Job!!
32	Our GM in ACCS has been excellent and super communicative inspite of the tremendous pressure she must be under
42	Keep up the great work!
55	It would be great to understand if/when/how staff will be engaged in imagining how we will work in a post-COVID world. This is a unique opportunity to make systems change. We have so many great facilitators at the City - let's do internal engagement on how we can do better, refocus our work, do more creative pilots and have more ambitious targets.
64	Keep up the great work in informing COV staff. :)
68	Keep doing great - clear communication is paramount during this time and it is appreciated for all the work that is going to keeping the city staff informed! THANK YOU
69	I appreciate the level of communication and the content being shared. The timing and level of transparency is appreciated

## ResponseID Response

- 73 Please make working from home a permanent option for staff. It's so much more productive (fewer interruptions), takes up less office space, reduces commuting trips, etc. etc.
- 84 I'm not sure why office densifications are still actively moving forward at this time. I think open, crowded office spaces are not safe, and the guidance the city uses to design office space should be reviewed moving forward. It was obvious pre-COVID that viruses spread in offices like wild fire.
- 85 Why do we get emails about the financial situation in the COV, balancing budgets, layoffs, etc. when here at my workplace overtime is alive and well....due to less than stellar planning. So continually hearing one thing from the top and yet the message does not seem to resonate in Engineering Fleet Services????
- 94 There is too much information right now, including more emails. Shorter emails = good. What are the key things we need to know. Maybe save extra content and soft language for managers to share verbally with their staff.
- 99 As we start to gradually reopen, let us focus on mental health issues and the need to overcome unseen health problems other than Covid. We have to make sure that we identify essential programs that would assist the public in overcoming depression brought about by the isolation and loneliness that were experienced during the lockdown. It is important to place recreation programs in the forefront of essential activities to be initially restored once reopening becomes feasible.
- 100 While working remotely from home, I appreciate getting the City Manager emails.
- 112 Thank you for the wonderful work!
- 114 No
- 115 :)
- 116 It would be great to get an update on where tele-commuting employees stand. With the new normal will employees be asked to return to the office in the next few months. Worried as public transit and indoor space puts us at a greater risk.
- 117 Furlough days: why not allow people to take all of them as a lump sum (appr. 2 unpaid weeks off) to be able to spend summer time with family? The argument that system would have hard time handling it was not very convincing.
- 122 Keep up the good work!
- 123 I'm pleased with the quality of information provided and how it's being shared
- 130 How about voicing our concerns. How about volunteering to be laid off. No one is being screened coming in to our workplace, anyone can come in !? (and spread their germs) Totally unsafe !?! I DO NOT FEEL SAFE !

## ResponseID Response

- 134 no.
- 135 I look forward to when we get going in the economy and life in general. I'm not in fear.
- 138 It's been very upsetting to be told of layoffs and then have that pulled back after unionized staff organized. I feel 100% like a pawn in a game the City decided to play with the union to push us against our union reps. I am deeply disappointed that "transparency" was invoked to play games with staff. That money was there the whole time and the leadership knew it. This is not something I have heard from anyone in the union, but put this together after the fact. Hints include my branch head encouraging us to "call our union reps" far before union staff were connecting. It's fine if the Mayor wants to get to the media riled up, but making staff part of this has been very upsetting. At this point, I have little trust in City Leadership, my supervisors and my co-workers.
- 139 No
- 144 -
- 150 I think all staff at the City continue to deal with this situation to the best of our ability. We're all just trying to make the best decisions possible with the information we have available, so the communications are appreciated.
- 156 The City continue remote working option at least a few days a week for all staff including admin staff. COVID demonstrates the work that admin does can for the most part be done remotely without loss of productivity. The old days of having admin be on hand at all times are gone. It's like asking for a plumber to be on hand at all times in the office in case the toilet overflows. The odd photocopier jam can be fixed by any staff. The City should demonstrate they are a progressive employer and not just say they are.
- 159 I'm really excited for the next election.
- 167 how many staff have been affected by COVID-19 and in which office
- 172 I think this has been handled really well all things considered, so props to everyone. I have felt very supported by my Manager and team, and all of PDS for that matter. One thing that would be nice would be the ability to bring my sit-stand desk home as with my dual monitor setup.
- 186 Thank you for all your hard work. We don't get enough positive credit for the work we do but we all do great work and everyone from the Mayor to city manager to supervisor to auxillary staff has pitched in their efforts to get us through this.
- 194 Great job managing an unprecedented situation.

## ResponseID Response

- 196 next time be upfront and forthcoming from the beginning. you have seen what is to come in the form of a second wave of covid that may be more or less catastrophic as this current period. DO BETTER! WE DESERVE IT! we work just as hard as you do if not more so since we are the bottom feeders here. its one thing to say you are proud of the work we are doing and a completely different thing to show it. next time managers and higher ups should be made to be in the office. and not work from home. it is unfair to us. it shows that they are more valued than we are when we do all the heavy lifting for the city. I don't want memes, and videos, and daily phone calls from management who are at home and have nothing better to do. and are just making useless contact with their staff to show that they are engaging with their staff. that does not count. if I am expected to be accountable for my work while I still show up every day to the office I should be able to expect the same from management and higher ups. and show your faces more often. make an effort to let us know that you are still in the building and you care about us and that we are all truly in this together. because it sure as hell does not feel like it.
- 200 Sandra Singh has been organizing WebEx meetings and it's been very informative and interactive (using chat boxes to answer questions). I really appreciate her efforts to stay connected and thoughtfulness on our staff.
- 201 Thank you for making these updates a priority.
- 210 I appreciate everyone's efforts to do the right thing. Communicate the right time, strategizing how to communicate and when enough is enough...it's a very tough balance
- 216 I would like to thank IT department for quickly deploying devices for staff to work from home. It really helps our family safety.
- 224 Keep the communication simple - not too dense and as few different topics as possible per communication vehicle
- 227 "Never let a good crisis go to waste"
- 241 No
- 254 Sure, as a building inspector we have ongoing contact with the public, yet I've heard not a thing about inspectors as front line staff...
- 260 WebEx is so 1990s, can we pls Zoom? Too many videos kill the feeds using WebEx.



## ResponseID Response

- 263 The entire redeployment rollout was/continues to be unnecessarily convoluted and stressful. When we applied for our jobs with the City, we all received an orientation that covered emergency events and redeployment. The intention and understanding has always been that we do duties for the City as needed and assigned. In the last 5 weeks, I have had to continually reapply, re-express interest in, re-communicate my availability over and over again. I understood what I was getting into when I decided to work for the City. If there is work that needs to be done, simply assign it based on seniority. If people don't want to do it, lay them off/begin pay protection. The whole constant expressions of interest, constant connection with other supervisors, etc. etc. heavily favoured employees still connected to city email, or those with social connections to leadership, and resulted in very uneven work output from employee groups receiving the same compensation. We all have a clause that says "other duties as required". If there is work to be done, just give it to us - this is not the time to have people jumping through hoops.
- 264 Just that I am super impressed with your team's work during the crisis and their amazingly positive attitudes and excellent advice. I know there have been long hours, lost weekends, days that go past the normal start and stop times and I hope you know what a difference you are making to your colleagues. we are lucky to have this team. Kira and her gang, in particular have been fantastic to work with during this time and are a little blast of sunshine during even the bleakest moments.
- 267 I host an Adm team conference meeting once a week for all (remote and in the office staff). It usually last for an hour and it allows everyone a chance to touch base and confirm workloads are being prioritized and dealt with in a timely matter.
- 268 While the updates from the City Managers Office were very much appreciated, as a Park Board staff, I am disappointed on how the lay offs were handled by the Park Board. It definitely feels like Recreation Services were first on the list to make cuts in order to reduce the overall budget shortfall, without considering any other options first. Worst of all, it was inappropriate to announce in one of the email updates that COV staff no longer need to worry about any further lay offs, after 1800 Park Board employees were impacted. 1800 is not a small number, and these employees took the brunt of lost wages in order for others to continue receiving their salary. That email was hard to take in as someone who received the layoff notice a few days prior. On a Friday evening at 8pm.
- 273 I feel like this entire process was handled very poorly. A lot of staff were working (or still working under PPP timelines), and getting paid the same as those who have been sitting at home at some point since the week of March 16. Are those who were working's health and safety less valuable than those who got to sit at home? The sad thing is that nothing will happen, and those who have been working straight through will not be recognized other than an acknowledgment email.
- 274 Citywide COVID 19 updates page is helpful HR related info has been hrs to decipher and not simplified enough to execute General processes are frustrating such as reduced approval authority and not organization best practice
- 285 NO thanks

## ResponseID Response

- 286 Would have liked to see guidelines sent out that we could attain, one day we have to stop everything as a rule came out in the morning stating that we could only be one per vehicle, there was no support for this ruling and we held back all workers until i fulfilled what we needed for PPE at that time an edit came out stating we could be at the most two per vehicle. This caused a lot of unneeded stress to both the workers and the process (emergency response) as a whole.
- 287 no
- 289 I hope that staff working remotely can work at home until the Corona Virus is fully remove in surrounding areas of Vancouver. You never know there are people who you ride with still sick. I'm very scared and had Asthma which if I get the virus, I'm 100% will not see anymore my family, I hope managers can give us more time to work at home.
- 293 Keep up the good work.
- 304 It has been challenging times...Keep up the good work!
- 308 Appreciate City and Union's efforts to discuss plan/strategy to avoid further layoffs. (I worked for the City previously for almost 20 years as an FTE but was recently hired as a temporary auxiliary employee). I believe this decision has generated good will and a renewal of purpose within our group.
- 309 The transparency of the information provided by Sadhu's emails and information from my manager and was greatly appreciated.
- 315 n/a
- 319 there is an uneven response across the city in terms of response regarding social distance policy.
- 323 Every lunch/staff room should have a COVID related section/board similar to OHS board so employees can quickly reference COVID updates. So if there is a 2nd wave or an outbreak, everyone can reference these boards, along with email/electronic info. Have a volunteer COVID task force to execute this in each building/work area, they could meet monthly/bi-monthly with HR/safety to coordinate messages and verify they have all relevant information. When laid off staff returns they can meet with their area COVID task force, for orientation of how to work within new parameters/changes.
- 328 I appreciate that staff worked diligently to provide laptops & the means for us to work from home.
- 329 Stay safe!
- 330 There is very little information about what exactly the EOC is doing. Where are most of the efforts going towards and why?

## ResponseID Response

331	I know it is challenging, but please think of ways to encourage professional development, and inspire staff... the staff recognitions are good but it seems to be only those who have been assigned a significant task. it would be nice to look forward to something professionally. Thank you for doing this survey and checking in.
334	I'm afraid that next year we will be made to go on strike. I sincerely hope this does not happen.
337	How you will decide which programs will resume.
344	Great work, stay safe
345	I know its hard for all, you guys are doing your best.
347	Yes, thank you!
350	The pandemic has been very stressful for staff, and the frequent email updates from Sadhu discussing the possibility of additional layoffs only added to the stress. I would much rather have one announcement about this if layoffs actually happen, rather than getting staff worried several weeks in advance.
353	No
354	Please just be more concise. I will end up skimming a 500-word email. I feel half the writing is wordy to 'soften a blow' - we can take the information straight up in less words.
360	Although I appreciate the City's transparency, I found the dissemination of information regarding potential lay-offs extremely anxiety creating. I found that these emails gave enough information to create a high level anxiety among my peers, but that management did not have enough information to provide staff to answer questions.
363	No my thanks to all CoV staff at all levels
373	I think this is a tough time, particularly for those at the top of the organization. This is nothing that we have experienced before, but I feel we have strong leadership looking to make sure that the City continues to thrive into the future. These are the roles that often do not hear the thanks for the hard decisions they have to make, but it is greatly appreciated.
381	please have more department specific updates
386	A reduction in the emails from the City Manager positive.
388	No

## ResponseID Response

- 395 I acknowledge that this is a difficult situation, but see the gaps about improving staff communication answer. Essentially a more equitable approach to any difficult employment decisions that factors in higher paid staff taking proportionally higher pay cuts as a percentage of their salary vs lower paid staff would be much appreciated.
- 396 Not at this time. I feel everyone has been doing a fantastic job, under these horrible circumstances.
- 398 Overall, great job and thanks for continually updating the information.
- 401 Good job, team internal comms! :)
- 407 The response to covid and the interim mitigating measures introduced is a unique opportunity for a lessons learned exercise. Management and staff should collectively analyze their business model and try to find opportunities where we can reduce costs (capital and maintenance), improve efficiency in office space management and demonstrate that city is at forefront of creative work environment. There are groups within DBL department where staff have all had hardware and software available to enable remote work, however there was a lack of support for remote work until the pandemic surfaced. There are a variety of benefits available where remote work could benefit both employer and employee, Given the uncertain times ahead and budgeting constraints, we should explore ways in which we can better utilize the existing office space to cater to a new work model.
- 421 thank you for attempting to make this easier
- 424 I think everyone is doing their best in a stressful time. When people (staff and/or public) are critical it may just be their way of reacting to a situation where they have no control when they are used to having control. We need to keep pushing out the message and demonstrating being kind and supporting each other.
- 429 Not really
- 437 overwhelmed with the amount of reading required to keep updated
- 445 You folks are the best! Responsive, creative, friendly, collaborative and so smart!
- 447 Thank you for all your hard work during these times. I understand this must be some of the most challenging times at the City, especially with the tough HR and deficit related decisions that need to be made. It must not be easy, and I know people have been upset, but I believe overall you have done a great job through these challenges. Keep it up!
- 451 Thank you for keeping us informed. Much appreciated.
- 454 if there is some way i can help, just call me
- 456 Be kind! There's not much kindness going around.

## ResponseID Response

- 457 I think the management of my work place are responding very thoughtfully in providing to their employees the updates from the city manager.
- 468 I think the potential lay-off issue was very poorly handled and caused unnecessary stress for staff. Any heads-up announcements should have been made close to the official announcement with real information. The process amounted to "hey you might get laid off, but I don't have any information for you"; "hey you might get laid off but I still don't have anything to tell you". Then a day or so later, "Surprise, you're not getting laid off after all". It was terrible.
- 471 Deb Gale here....I've been thinking about the Connected Leaders meetings and am planning to discuss with Andrew/Simon, but wanted to put it out there in the meantime.
- 472 The tone, frequency and timing of the messages has been great. the quick and speedy process for getting content up on the site has also been great. Thanks so much for your efforts during such a challenging time. :-) You guys are rockstars!
- 477 Thank you for sending out this survey and for all of your hard work!
- 481 It might have been nice to number the communication so that I know if I am up to date and not missing anything.
- 487 I think most of the organization has done an incredible job, all things considered. That said, we've been lucky with the relative severity of the virus here in BC and I wonder how effective the response would have been if the impacts were of a greater magnitude.
- 489 Best practice sharing across facilities,
- 499 I would like to see a strong push to make sick staff go home. Due to attendance management I've seen people insist on coming to work when they are very ill and then seeing the pattern of transmission make its way to the people around them, some getting sicker than others from that person. This shouldn't be allowed to happen now. Also for offices maybe allow alternate days in/working from home if already set up and possible, for staff in shared work spaces, especially if they have kids. One of my coworkers for eg takes care of 4 children and is frequently saying that one or all of them are sick and that she often catches their illnesses.

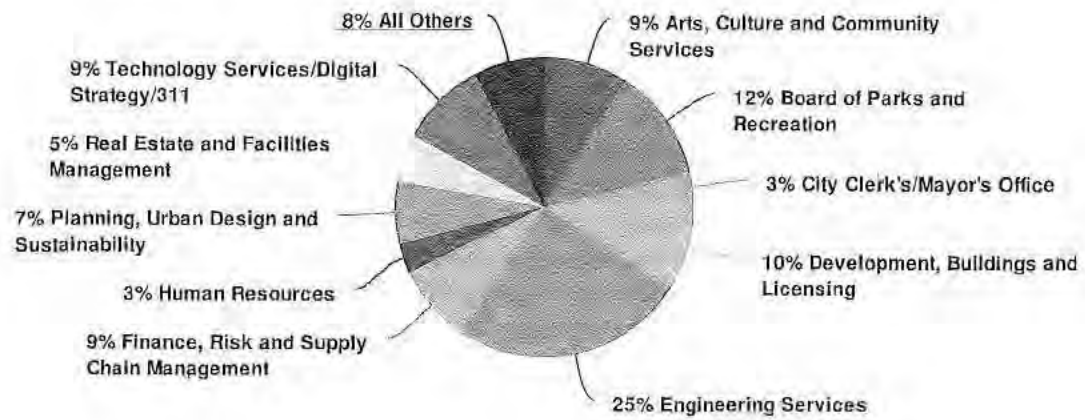



















## ResponseID Response

503

I have been fortunate to be redeployed as a Residence Attendant. I am impressed with how quickly services like the Food Hamper were put together and continue to be carried out. It is a challenge to communicate important messages related to their health and safety during COVID-19 because of language differences, literacy challenges, lack of access to television, the internet, cell phones or even newspapers. With the libraries, coffee shops and community centres closed, and no visitors allowed in the buildings, their world has become very small and scary. Many of these people have very negative experiences with many types of Authority in their past. Without understanding that Everyone is following the same mandates from the Health Authority, they view the signs put up all over and restrictions on their lives as challenges to their hard won independence. Several times, tenants have commented that it feels like jail. I have spoken to several staff and pointed out that while this is our place of business and we have clear guidelines that we are following, this is our tenant's Home. In the days to come, what small, inexpensive gestures can we do to recognize and celebrate the sacrifices that they have made and have them feel the connection to community that they have lost? I am sure that there are people within the City who are already working on this. If there is any opportunity to participate in this discussion, I would love to be a part of that.

18. What department do you work in?



Value		Percent	Responses
Arts, Culture and Community Services		9.1%	45
Board of Parks and Recreation		12.1%	60
Business Planning & Project Support		0.6%	3
City Clerk's/Mayor's Office		3.2%	16
City Manager's Office/Internal Audit/VAHA		1.2%	6
Civic Engagement & Communications		1.6%	8
Development, Buildings and Licensing		9.5%	47
Engineering Services		25.4%	126
Finance, Risk and Supply Chain Management		8.5%	42
Human Resources		3.2%	16
Legal Services		0.8%	4
Planning, Urban Design and Sustainability		6.7%	33
Real Estate and Facilities Management		5.2%	26
Technology Services/Digital Strategy/311		9.3%	46
Vancouver Fire and Rescue Services/Emergency Mgmt		1.0%	5
Vancouver Public Library		1.6%	8
Other - Write In		1.0%	5
			Totals: 496

Other - Write In	Count
I work in FRS but support Park Board operations - not sure which to pick for this in terms of communications	1
Prefer not to say	1
work with Engineering Fleet Services	1
Totals	3

**From:** "Graves, Lynda" <lynda.graves@vancouver.ca>  
**To:** "City Leadership Team - DL" 5.15(1)(1)  
**Date:** 5/29/2020 11:28:20 AM  
**Subject:** Park Board Reopening Overview  
**Attachments:** PB Roadmap as of May 26.pdf

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Dear CLT,

Attached is the material that Shauna referenced this morning regarding PB restart  
Lynda

---

**From:** Wilton, Shauna  
**Sent:** Friday, May 29, 2020 11:25 AM  
**To:** Graves, Lynda  
**Subject:** Park Board Reopening Overview

Hi Lynda,

Can you please send this to CLT? It was what I was referencing in my update this morning.

Thanks,  
Shauna



Shauna Wilton | Deputy General Manager  
Vancouver Park Board | 2099 Beach Avenue  
t. 604.718.6248  
shauna.wilton@vancouver.ca



# Reopening & Recovery: Working Draft Roadmap



***All topics are subject to change and individual considerations***



**From:** "Graves, Lynda" <lynda.graves@vancouver.ca>  
**To:** "City Leadership Team - DL" s.15(1)(l)  
"Rai, Steve" <steve.raï@vpd.ca>  
**CC:** "CLT Admin Assistants – DL" s.15(1)(l)  
**Date:** 5/22/2020 8:50:35 AM  
**Subject:** Slide Deck - Item 1 - CLT Agenda - May 22, 2020.pdf  
**Attachments:** item 1 - 2020-05-22 CLT Restart Plan Update - Final.pptx

---

Dear CLT – attached is the slide deck for item 1  
Best,  
Lynda

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**From:** Graves, Lynda  
**Sent:** Thursday, May 21, 2020 1:28 PM  
**To:** City Leadership Team - DL; Rai, Steve  
**Cc:** CLT Admin Assistants – DL  
**Subject:** CLT Agenda - May 22, 2020.pdf

Dear CLT  
Attached is your agenda for tomorrow's webex meeting.

Best,  
Lynda



# Restart planning - update

CLT May 22, 2020

## To discuss today

1. The new “regulatory” operating environment
2. COV Restart - concept
3. Restart plans and structure
4. Status of Restart

1.

## The new “regulatory” operating environment

# Public Health Orders Applicable to CoV Operations

- Workplace Safety Plans – order issued May 14, 2020
  - All employers must have documented COVID-19 safety plans in place
  - COVID safety plans must be posted on employer websites and available in workplaces for review by staff and public
- Food Service Establishments – order issued May 15, 2020
  - 2m distancing between parties
  - Maximum 50% of typical capacity
  - If practicable, retain contact information for each party for 30 days

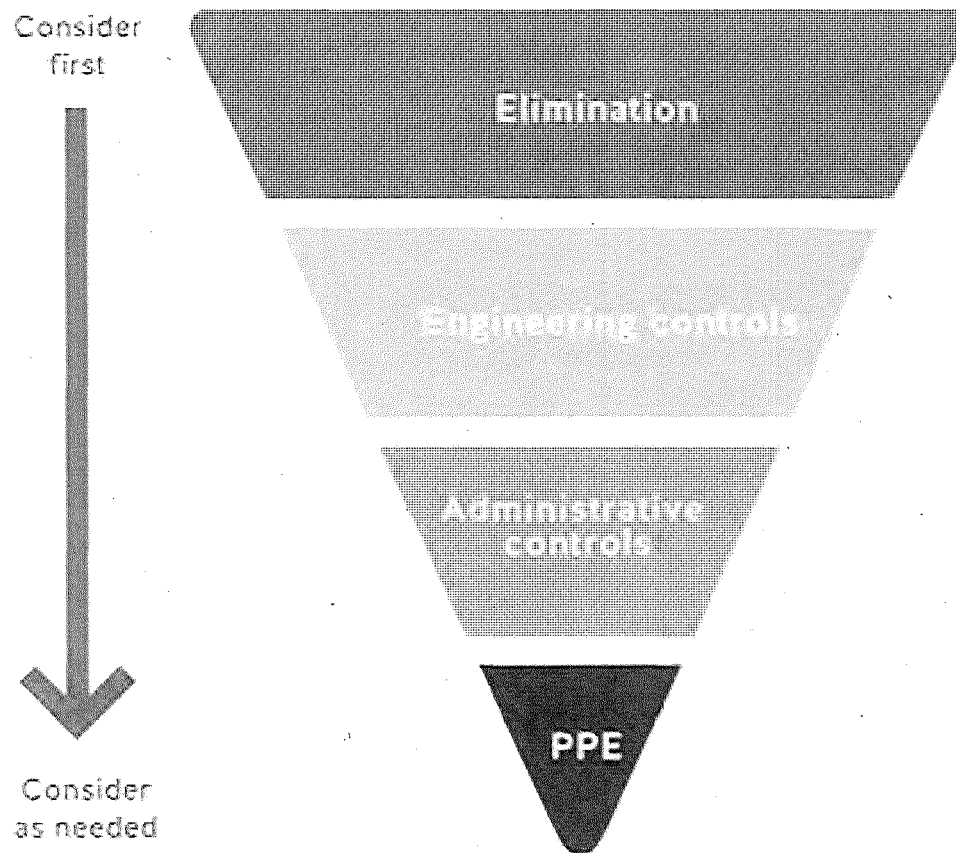


# WorkSafeBC Requirements

- All employers are required to establish COVID-19 safety plans
- Detailed, sector-specific guidelines for municipal services, parks, arts & cultural facilities
- Safety plans must incorporate the following:
  - Risk assessment for all workplaces
  - Measures to reduce risk of infection
  - New policies, procedures as required
  - Communication and training for staff

# WorkSafeBC Requirements cont.

- Prioritization of risk reduction measures



- Remote work
- Occupancy limits
- Physical distancing requirements
- Plexiglass barriers
- Facility modifications
- Cleaning protocols
- Space use/traffic flow
- Elimination of shared equipment
- Non-medical / medical masks
- Other PPE

## 2. CoV Restart - Concept

## Criteria for services to be considered for restarting....



- i. Ensure safe working environments for all our staff
- ii. Adhere to requirements and guideline from the province, Health Authorities and WorkSafeBC
- iii. Identify and understand organization-wide impacts of the restart, considering financial and operational constraints

# Considerations for deciding what we are restarting

1. Services that can be delivered in a **safe manner for staff** and the public
2. Services that meet a **community need** and/or a **market demand**
3. **Revenue** generating activities
4. **Degree of additional resources**, above current levels, required to restart and maintain service
5. Public facing activities/services (as opposed to back of office staff areas)
6. What **other municipalities** are doing





## Constraints

- i. Public Health Orders and Covid19 related requirements
- ii. Financial constraints
  - i. Estimated budget gap based on restart ramping up in September
  - ii. Early restart may create a larger gap if impact not understood
- iii. Resource constraints in supporting departments
  - i. Layoffs and reallocation of resources
  - ii. Reallocation of cleaning resources to Covid19 cleaning

1. Department prioritizes **public facing** service for restoration based on community need/market demand



2. Department develops operational plan for safe service delivery

- Scope
- Space (cleaning, security)
- Staffing
- Supplies/PPE
- Support services
- Revenue/cost implications
- Service tracking



Additional resources, above current levels, required for service restoration?

No



3. BPOC reviews operational plan; confirms compliance with standards (tennis, parking)



Yes



3. BPOC evaluates resource requirements and plan feasibility against considerations and organizational constraints



4. BPOC approves operational plan and resource request as proposed or modified



5. Council/Park Board/Library Board briefed on service restoration plan



6. Department implements operational plan

- Facility commissioning
- Staff deployment/recall, training
- Public communication
- Monitor behavior and adjust setup (no PD management outdoors)

### 3.

## Restart plans and Structure

Vancouver Park  
Board  
(Sarah Iacoe)

Vancouver Public  
Library  
(Christina de  
Castell)

Vancouver Civic  
Theatres  
(Natalie Lue)

Non-Market  
Housing and  
Social Operations  
(Susie Saunders)

Parking  
enforcement  
(Taryn Scollard)

Council  
Operations  
(Rosemary  
Hagiwara)

General Office  
(REFM/Jesse  
Goranson)

Public Facing  
Counters  
(Jesse Goranson)

Museum Plans  
Coordination  
(Natalie Lue)

Addtl.

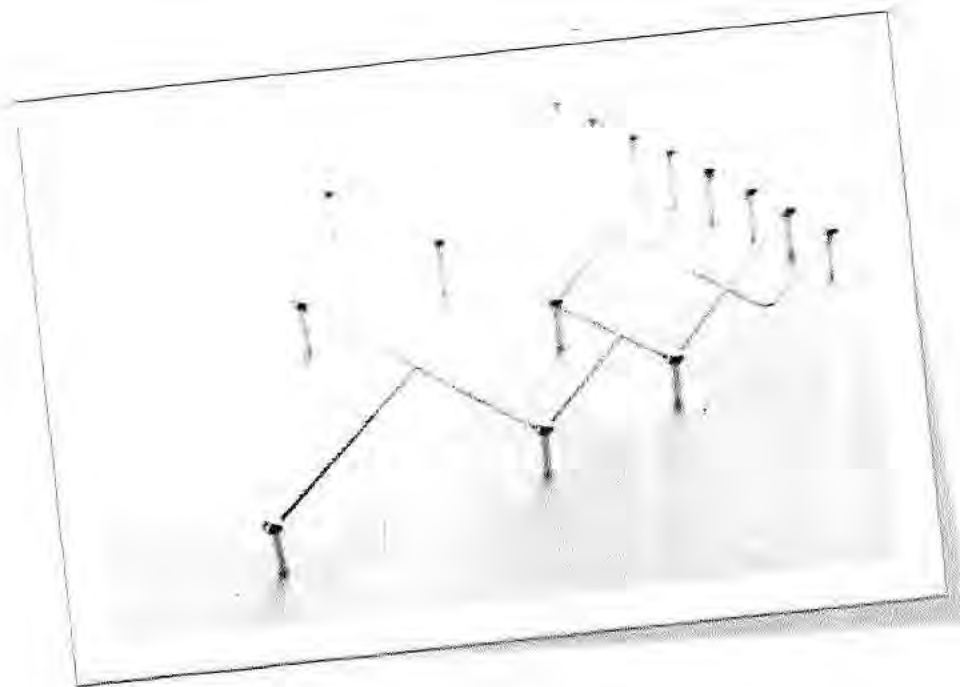


# Restart Plans to be developed

Requirements, Considerations & Constraints	Parks & Rec	Libraries	Theatres	NMH & Social Ops	Parking	Council operations	General Office	Public counters
Staff & public safety (OHS)								
Financial implications/ Financial processes (FP&A)								
Facilities maintenance, planning, cleaning & security (REFM)								
Enhanced Covid cleaning								
Covid related supplies/ PPE etc. (EOC)								
Staffing (HR)								
Labor relations (HR)								
Service levels/phasing (Department)								
Technology (IT)								
Covid related Communications (EOC)								
Contingency planning (EOC)								



## Structure of restart plans – 7 “S”



1. Scope
2. Space
3. Staff
4. Stuff
5. Services (by others)
6. \$ - Financial
7. Stats

# 4. Status of restart

#	Plan w/ lead	Status
1	Vancouver Park Board Sarah Iacoe	<ul style="list-style-type: none"> <li>Golf, VanDusen, Tennis, Off leash dog parks re-started</li> <li>Parking (part.) starting May 22<sup>nd</sup></li> <li>Outdoor recreation, skate parks – aiming for May 29<sup>th</sup> restart</li> <li>Looking at aligning playgrounds with school opening</li> <li>Outdoor beaches &amp; pools – date tbc.</li> </ul>
2	Vancouver Public Library Christina de Castell	<ul style="list-style-type: none"> <li>Computer access @ Central library starting May 25<sup>th</sup></li> <li>Curbside @ 5 locations starting June 1</li> <li>Limited services at Central library level 2&amp;3 plus 4 other location starting in July</li> <li>Overarching phased approach under development.</li> </ul>
3	Vancouver Civic Theatres Natalie Lue	<ul style="list-style-type: none"> <li>In development, limited ability to restart due to nature of business/industry;</li> <li>Assessing alternative use options for revenue generation (live streaming/studio space, film)</li> </ul>
4	Non-Market Housing & Social Operations Susie Saunders	<ul style="list-style-type: none"> <li>Community Centers – phased approach developed and expected early next week.</li> <li>Cemetery – All but memorial services still operational. Plan under development</li> <li>Housing – scaling back of current services under review</li> </ul>
5	Parking enforcement Taryn Scollard	<ul style="list-style-type: none"> <li>Draft plan in place, being reviewed with OHS, HR &amp; FP&amp;A</li> <li>Planning for additional staff, physical distancing requirements.</li> <li>Aiming for approval week of May 25<sup>th</sup></li> </ul>
6	Council Operations Rosemary Hagiwara	<ul style="list-style-type: none"> <li>Plan to be developed</li> <li>No in-person Council contemplated until September (current thinking)</li> </ul>
7	General Office REFM/Jesse Goranson	<ul style="list-style-type: none"> <li>Plan development launched</li> <li>Repopulation commence no earlier than September (current thinking)</li> <li>Anticipate a questionnaire to support this plan – who, when, why need to come back to office?</li> </ul>
8	Public Facing Counters Jesse Goranson	<ul style="list-style-type: none"> <li>Shut-down team re-engaged for restart planning and coordination</li> </ul>
9	Museum Plans Coordination Natalie Lue	<ul style="list-style-type: none"> <li>VMM – Plan received; Aiming for May 28<sup>th</sup> opening; Assessing REFM impact</li> <li>MOV – Plan received; Aiming for June 4<sup>th</sup> opening; Plan to board on 28<sup>th</sup>; Assessing REFM impact</li> <li>Space center (TBC)</li> </ul>

Questions?

A black and white aerial photograph of Vancouver, British Columbia, Canada. The image shows a dense urban landscape with numerous high-rise buildings in the downtown area. In the background, a large body of water (Vancouver Harbour) is visible, and beyond that, a range of rugged mountains under a clear sky. The foreground shows a marina with many boats docked.

## Appendices





# Scope



- i. What are you opening?
- ii. Why are you opening this?
- iii. When will you open?
- iv. At what locations?
- v. Distribution across the City?
- vi. Financial implications?

# Space

- I. Where will you operate
- II. How the space will be used?
- III. How will physical distancing be managed?
- IV. Flow of people?
- V. Potential co-location of services from other restart plan
- VI. Alternative use of space for contingency planning perspective
- VII. Financial implications?
- VIII. Etc.

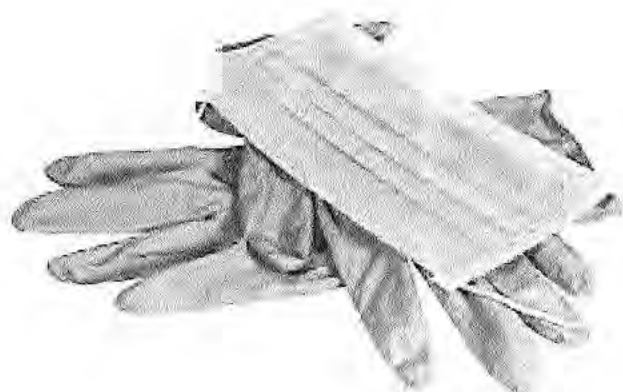






- I. What staff will deliver the services?
- II. Will rehiring be needed?
- III. What training is needed
- IV. What are financial , HR or union implications?
- V. Financial implications?
- VI. Etc.

# Stuff



- I. What Covid19 related equipment will you require?
  - I. PPE
  - II. Plexi glass
  - III. Sanitizers
  - IV. Signage
  - V. etc?
- II. How will it be installed and managed?
- III. Burn rate
- IV. Financial implications?



# Services



- I. What services / support do you require from other departments?
  - I. REFM facility maintenance
  - II. Cleaning
  - III. Security
  - IV. Etc.
- II. Duration of need?
  - I. For start up
  - II. Ongoing
- III. Financial implications?



## \$ - Financial Summary



- What are the revenue implications by revenue category (provide sensitivity analysis)
- What are the cost implications by salary and non salary items
- What is the net financial forecast?
- Are financial implications factored into forecast 3 gap fill scenario(May 26)? (Y/N)

# Stats



- I. What will success look like?
- II. What will you track and report on in terms of:
  - I. Usage
  - II. Compliance
  - III. Revenue
  - IV. Etc.

**From:** "Chan, Rachel \City Clerks\" <Rachel.Chan2@vancouver.ca>  
**To:** "City Leadership Team - DL" s.15(1)(l)  
"DSOP - DL" s.15(1)(l)  
**CC:** "CLT Admin Assistants – DL" s.15(1)(l)  
"Pickard, Gail" <Gail.Pickard@vancouver.ca>  
"Iradia, Benafsha" <Benafsha.Iradia@vancouver.ca>  
"Okell, Corrie \DBL\" <Corrie.Okell@vancouver.ca>  
"Tsang-Trinaistich, Templar" <Templar.Tsang-Trinaistich@vancouver.ca>  
"Nelson, Jessica" <Jessica.Nelson@vancouver.ca>  
**Date:** 5/25/2020 5:08:01 PM  
**Subject:** Biweekly Council Correspondence Report (May 11-24)  
**Attachments:** May 11-24, 2020 Biweekly Council Correspondence Dashboard.pdf

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Good afternoon,

Attached (and below) is the biweekly report for Council correspondence received between May 11<sup>th</sup> and 24<sup>th</sup>.

More information on the correspondence is available by accessing the **MC12 Mayor and Council Feedback Case Details Report**.

Best regards,

**Rachel Chan**  
Council Correspondence Coordinator  
City Clerk's Department | City of Vancouver  
604-873-7266  
rachel.chan2@vancouver.ca

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## Total Correspondence Directed at Mayor and Council

(Excludes Mayor's Office correspondence and emails sent directly to Councillors)

**May 11<sup>th</sup> – 24<sup>th</sup>, 2020**

**474 Correspondence Items**

### Hot Topics:

#### 1. Recalibrating the Housing Vancouver Strategy post COVID-19

(105 correspondence items)

- Majority of comments are in support of the motion to recalibrate the Housing Vancouver targets. See Table 2 below for the complete breakdown including correspondence received prior to this reporting period.

#### 2. COVID-19 Topics (60 correspondence items)

- Various concerns were received regarding the COVID-19 pandemic, mostly requesting for more:
  - Closures for public areas, roads, construction sites, and offices
  - Enforcement for individuals not complying with physical distancing orders
  - Financial relief (income assistance as well reductions for mortgages, rent payments, and taxes)
  - Support for people experiencing homelessness, especially in the Downtown Eastside

#### 3. Reallocation of Road Space to Support Shared Use During Pandemic

(56 correspondence items)

- Majority of comments, which include an online petition with 106 signatures, are in support of the motion to reallocate road space to support shared use during the COVID-19 pandemic. See Table 2 below for the complete breakdown including correspondence received prior to this reporting period.

## Upcoming Council Meeting Topics (Cumulative)

To read full comments, you can access the [MC12 Mayor and Council Feedback Case L](#)

Table 1: Council Meeting – May 26	
Items	
B.1	Enhancing COVID-19 Revenue Streams for Smaller Unlicensed Restaurants & Cafes via Temporary Liquor Licensing

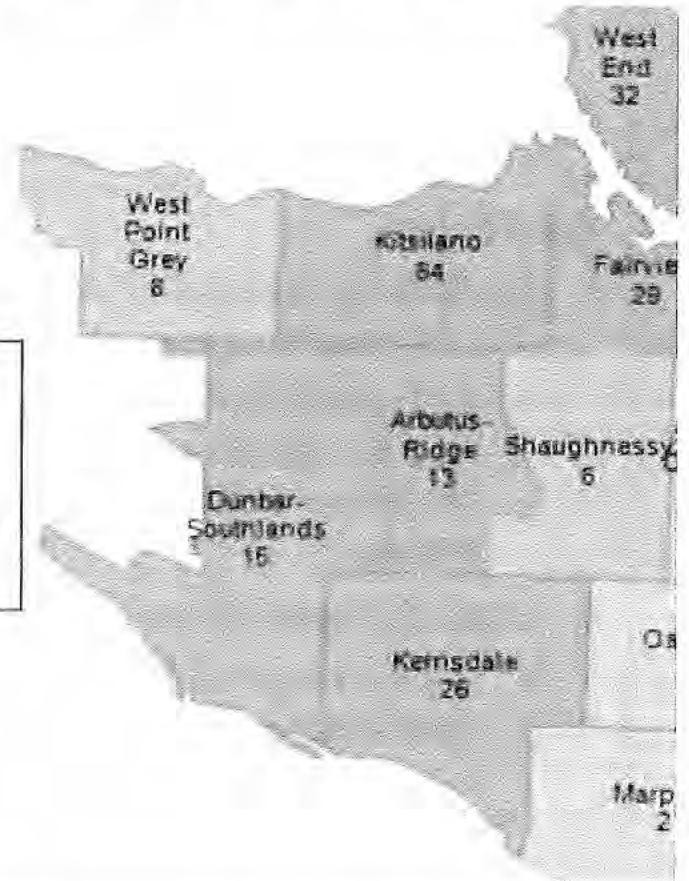
## Total Cases by Neighbourhood (May 11 - 24)

Total Number of Cases: **474**

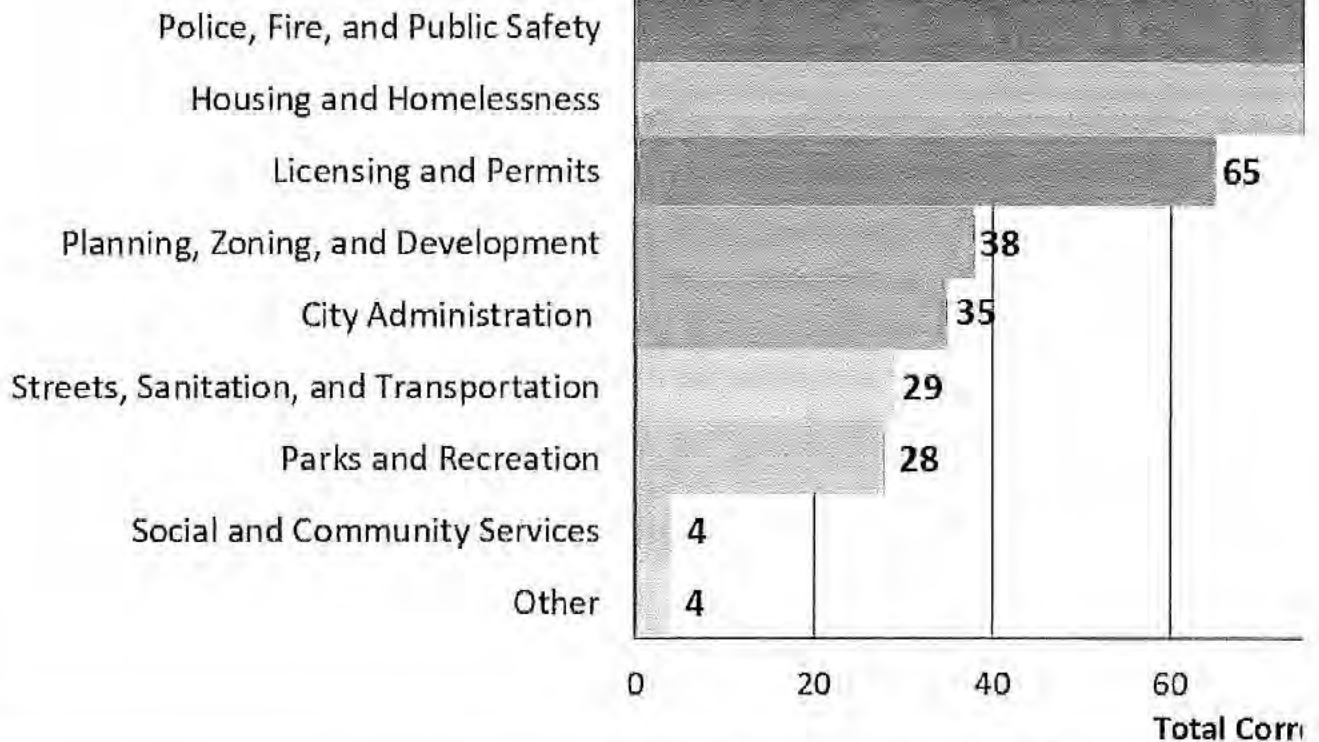
Cases not included on the map:

**Non-Vancouver Residents: 11 Cases**

**Unknown Neighbourhoods: 83 Cases**  
(Citizens did not disclose their address.)



## Category Totals (May 11 - 24)





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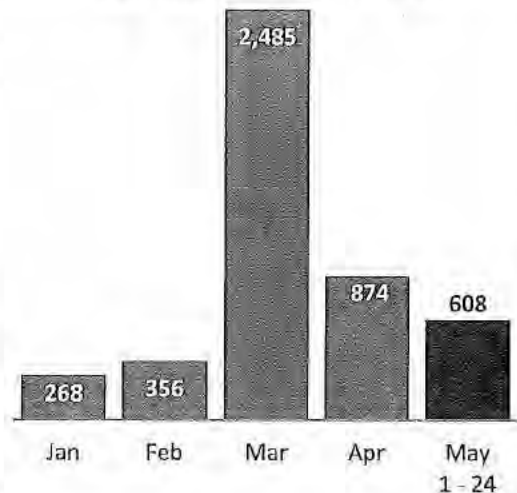
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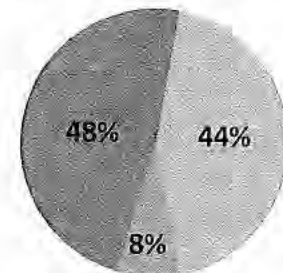
## Recent Monthly Totals



## Status of Cases

(May 11 - 24)

- Open, awaiting staff response
- Closed with Acknowledgement
- Closed with Response



## Upcoming Council Meeting Topics (Cumulative Totals)

To read full comments, you can access the [MC12 Mayor and Council Feedback Case Details Report](#) online and search by keyword.

Table 1. Council Meeting – May 26

Items		In Support	Neutral	Opposed
B.1	Enhancing COVID-19 Revenue Streams for Smaller Unlicensed Restaurants and Cafes via Temporary Liquor Licensing	1		1
B.2	Allowing Responsible Alcohol Consumption in Vancouver Parks and Beaches	23		2
B.3	Designating Public Space for Responsible Consumption of Alcohol	1		1
B.5	Short Term Landlords – Long Term Protections for Renters and Hotels	4		
B.6	Declaration to Urge the Government of Canada to Provide Urgent Funding to Assure the Viability of Public Transit During the COVID-19 Pandemic and to Aid Transit Operators to Rebuild Ridership	1		

Table 2. Standing Committee on Policy and Strategic Priorities – May 27

Items		In Support	Neutral	Opposed
3	Reallocation of Road Space to Support Shared Use During Pandemic*	179**		4
4	Recalibrating the Housing Vancouver Strategy post COVID-19*	110	2	13

\*The tallies for these items include correspondence received outside of this reporting period (prior to May 11, 2020).

\*\*This number includes an online petition with 106 signatures as of 4pm on May 25, 2020.



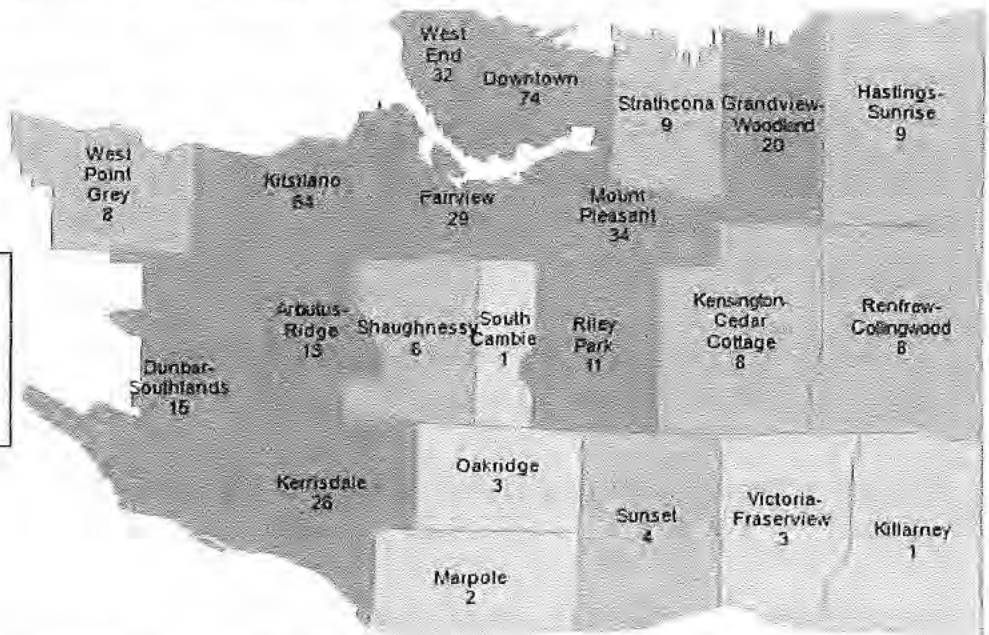
## Total Cases by Neighbourhood (May 11 – 24)

Total Number of Cases: **474**

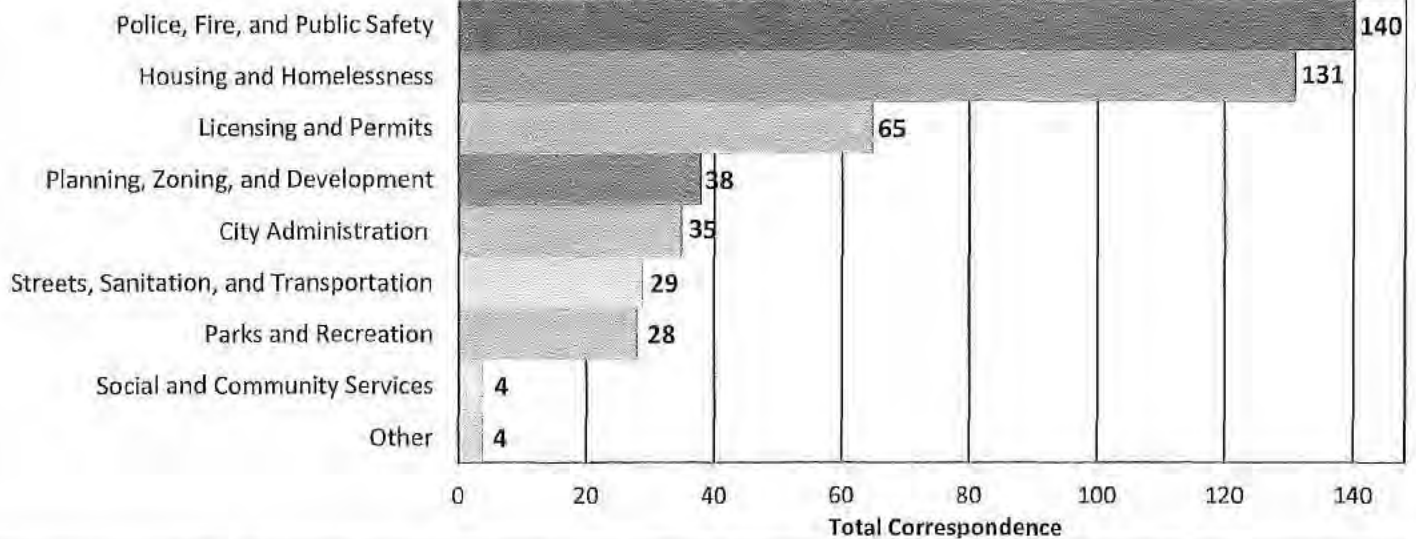
Cases not included on the map:

**Non-Vancouver Residents: 11 Cases**

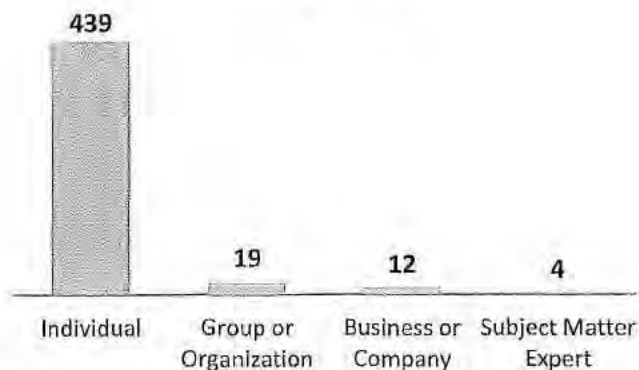
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(Citizens did not disclose their address.)



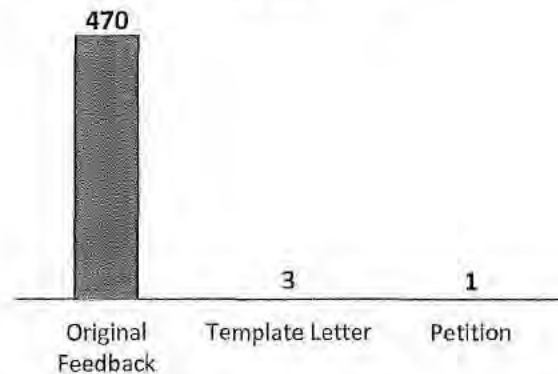
## Category Totals (May 11 - 24)



## Author Types (May 11 - 24)



## Correspondence Types (May 11 - 24)



**From:** "Kendall-Craden, Rena" <Rena.Kendall-Craden@vancouver.ca>  
**To:** "City Leadership Team - DL" s-15(1)(1)  
**CC:** "Jong, Teresa" <Teresa.Jong@vancouver.ca>  
"Graves, Lynda" <lynda.graves@vancouver.ca>  
**Date:** 5/27/2020 1:33:42 PM  
**Subject:** Internal communications during COVID-19 survey results  
**Attachments:** IC COVID-19 survey results - Summary - 2020.docx  
Staff survey COVID comms.pdf

Hello: Want to find out how well you are doing at communicating to your staff? And how they want to be reached?

My team in Internal Communications conducted an all-staff survey to gauge the response to staff communication during COVID-19. Please see attached a summary report as well as the complete response document.

I am also going to share this with a group of leaders in various departments who I know work closely with my team for staff communication so we can continue to improve how we communicate both during the COVID response as well as the Restart Smart Vancouver stages. Feel free to share this wider with your managers and leaders for insight.

The comments provide some great insight into how staff receive information. Some of the steps we have already taken as a result of the feedback are that we changed the frequency of the staff updates, we remind managers to share with their staff not on the network, and reinforce that the external pages are there to inform staff of updates, who are not connected due to layoffs or operational work.

Please review the summary for an overarching response, as it impacts all our departments. I hope you find this insightful data, and if you would like to discuss anything further, please feel free to get in touch, or contact Kira Hutchinson, Manager of Internal Communications directly.

Regards,  
Rena

**Rena Kendall-Craden** | Director- Civic Engagement & Communications  
CITY OF VANCOUVER | 453 West 12<sup>th</sup> Avenue  
Vancouver BC V5Y 1V4  
T. 604.673.8121 | C. s-15(1)(1) | rena.kendall-craden@vancouver.ca

I am humbly thankful that I live and work on the territories of the xʷməθkʷəy̓əm (Musqueam), Skwxwú7mesh (Squamish), and səɫwətaʔ / səɫwəɫwəɫ (Tsleil-Waututh) nations

Website VanConnect Twitter Facebook Talk Vancouver LinkedIn Instagram 3-1-1



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**Internal Communications**  
**Staff communication survey during COVID-19**  
May 2020

**Overview**

The purpose of the COVID-19 staff communications survey was to determine how satisfied staff are with the quality and frequency of communication, and whether they can access the information they are looking for. Staff responses will help shape how we share updates moving forward as we look to recovery.

- Survey launched on May 6
- Sent to all staff with a CoV email address
- Promoted through Sadhu's email update and on Citywire
- **Received 489 responses total** – a record-breaking response rate for staff surveys
- 99% completion rate

**Communication channels**

The top ways that staff receive COVID-19 updates are:

- City Manager all-staff email updates – 79% (386)
- Their manager/supervisor – 66% (323)
- CLT – 45% (218)
- Citywire COVID-19 staff pages – 38% (183)

Respondents also indicated that these are the most preferred ways to receive COVID-19 updates, rather than other channels such as crew talks, coworkers, media, etc.

**Accessibility:** Respondents are generally satisfied with the current channels being used to share information, and **74% of respondents have been satisfied with the amount of information they are receiving**. Consistently, respondents suggested a quick-read format through shorter emails or a bullet point list of topics covered. Majority of staff indicated they would be satisfied with fewer updates moving forward.

Staff are generally aware of how to access information/resources on Citywire. Analysis of open-ended responses showed that some staff remain unaware that the staff pages on [vancouver.ca](http://vancouver.ca) can be accessed without VPN.

**Technology:** Suggestions to explore more modern technology channels, such as Slack, Zoom and internal social media platforms, were shared through open-ended responses.

**Managers:** **30% of managers who responded indicated that they share information with their teams, and 59% indicated 'not applicable'.** 7% said they sometimes share

information, where as 4% said they do not. Key reasons for not sharing information include:

- Not being aware that it was their responsibility
- Difficulties reaching staff due to privacy concerns (personal phone/email)

Many open answers from staff indicated that they would like to hear more from their managers, and how changes impact their department.

### Quality of content

**All-staff emails:** Majority of respondents appreciate Sadhu's honesty, transparency and hopeful tone, and like to hear updates on what is happening across the organization.

**HR messages:** Open-ended responses shared that sensitive information such as furlough, compensation adjustments and suspension of the EDO program for exempt staff was difficult to learn via email for staff who were not also contacted directly by their manager in a timely manner. Some staff also noted that it was hard for them to understand the changes in clear terms due to the HR language.

**Departmental messages: 34% of respondents want more department-specific updates.** Some staff feel they are lacking updates from their department GM and/or manager. As a result, they are not clear on how their department operations are affected, how changes will impact their work, and may feel uncertain about their job security.

**Recovery and EOC work:** Moving forward, staff would like to learn more about EOC and recovery work, how we plan to reopen facilities, and whether working from home can continue if operationally feasible. Some staff are concerned about health and safety in the workplace, and seek information on how the City will ensure that the gradual return to work is done safely. As we look to recovery, communication can be specifying new ways of working and impacts to operational delivery.

### Sample comments:

- *City manager emails are great. I appreciate the tone set by Sadhu's writing style. The transparency, managing expectations well, being clear about what we know and what is unknown. Sending message of hope.*
- *The tone, frequency and timing of the messages has been great. The quick and speedy process for getting content up on the site has also been great. Thanks so much for your efforts during such a challenging time :-)* You guys are rockstars!
- *Some communications especially those involving HR matters may raise questions. Anticipating some of the more likely questions and addressing them accordingly in the announcement is likely to help assuage concerns.*



- *Additional information about the work being undertaken by the EOC would be interesting for staff to review*
- *I would like more information about impacts pertaining to me and my department*
- *I find sometimes managers just forward on messages, rather than put in the effort to craft their own or to contextualize things for what it really means for their teams.*

### Common themes

Common themes emerged from open-ended survey responses and are summarized below:

**Lay-offs:** A number of respondents highlighted their appreciation of the transparency of upcoming layoffs:

- *"Appreciate City and Union's efforts to discuss plan/strategy to avoid further layoffs. I believe this decision has generated good will and a renewal of purpose within our group."*

Others noted that this created more fear as they waited to hear if they would be directly impacted in the coming days:

- *"Although I appreciate the City's transparency, I found the dissemination of information regarding potential lay-offs extremely anxiety creating. I found that these emails gave enough information to create a high level anxiety among my peers, but that management did not have enough information to provide staff to answer questions."*
- *"It was stressful to be told we would be having mass layoffs and then being made to wait 2 weeks to see if we would still have our jobs. And then to have no added layoffs – no raises instead. I would have rather that was sorted out behind the scenes and then received the information of the final decision once it was made. It added extra anxiety to an already stressful situation."*

Some expressed the desire for information on applying for CERB for staff who have been laid off.

- *"If there could more HR communication about how pay protection and CERB works. There are lots of questions applying for CERB."*

**Budget:** Some responses voiced confusion and concern on the sudden ability to find cost-savings in ways other than lay-offs. Few respondents questioned whether cost-savings could have been found in other ways.

- *"I think there was too much of a rush to layoffs and not enough opportunity to collaborate on other ways to find cost savings. This shows that the kind of information we are receiving is very top-down, non-collaborative, and hurts morale."*

- *"It's been very upsetting to be told of layoffs and then have that pulled back after unionized staff organized. I feel 100% like a pawn in a game the City decided to play with the union to push us against our union reps."*

Few comments also noted that messages being shared about cost savings were not always put into action, such as instances where staff work overtime despite others being laid off.

- *"Why do we get emails about the financial situation in the COV, balancing budgets, layoffs, etc. when here at my workplace overtime is alive and well?"*

**HR:** Some found it difficult to keep up with the frequency of changes related to compensation, coding processes and time entry and/or were confused by the new requirements/procedures.

- *"More clarity on operational requirements and procedures (for example, payroll time entry, prioritization and cost settlement for COVID19 related work, future plans)."*

A number of comments expressed confusion around HR-related announcements and whether they applied to exempt, union staff or both.

- *"At times as an exempt employee, it has been confusing to know if an announcement is made for all staff or only unionized staff."*

**Return to work:** Staff are keen to learn more about what the City's "new normal" looks like and how protocols, workplace environments and events will change. There is also the need to continue providing access to mental health resources that support staff during this transitional time.

- *"New normal" working conditions: What will be open? What events are cancelled? What events are modified?"*

Many responses highlighted the desire to continue working from home permanently where possible. Staff have noted that this pandemic has helped them adapt to remote working conditions, and many voiced their support for this working model moving forward.

- *"There are groups within DBL where staff have all had hardware and software available to enable remote work, however there was a lack of support for remote work until the pandemic surfaced. There are a variety of benefits available where remote work could benefit both employer and employee."*
- *"Please make working from home a permanent option for staff. It's so much more productive (fewer interruptions), takes up less office space, reduces commuting trips, etc."*
- *"It would be great to get an update on where telecommuting employees stand. With the new normal will employees be asked to return to the office in the next few months? Worried as public transit and indoor space puts us at a greater risk."*

**Leadership:** Overall, respondents felt well-informed and valued by leadership. The regular updates, tone of voice and transparency from the City Manager were appreciated by the majority of respondents. Some staff also voiced their appreciation for updates from their departmental GM.

- *"Feel well informed by leadership, valued and safe."*
- *"City Manager emails are informative, reassuring, and feel honest and genuine."*
- *"Daily updates from City Manager and constant availability of supervisors to answer questions or clarify info is great. Esp during a situation like this where we have never been through nor have the answer ahead of time. Everyone was very understanding and gave a bit more flexibility which is much appreciated. It shows the care for the people vs politics in such a scary time."*
- *"I find it grounding that leadership is willing discuss the hard decisions they have to make. I recommend all GMs do this or at least directors for their staff."*

Few respondents indicated that they would like more transparency around decision-making:

- *"In times of financial constraints and unprecedented needs, it would help to have more clarity on decision making criteria and what the mandate /role of the City is."*

**Safety:** Many staff have concerns about their personal health and safety in the workplace moving forward. Some expressed their concerns with consistent distancing protocols and being exposed to the virus in the workplace, while many voiced their desire to continue working from home (see "Return to work" above).

- *"No one is being screened coming in to our workplace, anyone can come in (and spread their germs). Totally unsafe!?"*
- *"There is an uneven response across the city in terms of response regarding social distance policy."*
- *"I want to know that the next round of covid-19 means I won't have to risk my life and those of my family coming in to work every day because the city does not have enough resources in place to ensure that those who need to work from home can."*
- *"Some City info has obviously been inaccurate, such as the posters placed in City offices in March claiming that the virus is only transmitted when someone is clearly sick. Even back then, there was much reputable evidence discussed in the media to suggest it can be spread asymptotically. People in my office were very disappointed the City wasn't using the pre cautionary principle to protect staff health."*

**Technology:** Although some respondents found the initial transition to work from home slow and challenging, the majority are pleased with the overall set-up. Few respondents felt that they should have been given this option earlier:

- *The initial tech gap was difficult. It seemed to expose a kind of a hierarchy, where senior staff were able to safely work from home earlier than junior staff. That hierarchy made things feel less certain, and created an unpleasant feeling that the vulnerability of certain staff is acceptable. I do commend the quick adaptation made by the city to get tech to staff!*

**Recovery:** Many staff are eager to learn more about the City's recovery/restart work and how it will affect their role. Staff have expressed the desire to see a timeline on facilities reopening, services restarting and how the phased approach aligns with the Province's strategy, along with information on which staff who were laid off will return to work. Staff would also like to learn more about the different work groups involved in recovery/restart and their responsibilities.

- *"I have little idea about what the overall city response is. I am starting to work on a project and it would be helpful to understand all the projects the City has undertaken on a dashboard for a quick understanding of what is underway."*
- *"Tell us about the steps the City has planned out to align with the different phases that the province has outlined."*
- *"There's a lot of information being circulated, however, what I would like to know, what is the plan for the City of Vancouver, on opening up community centres, city parks and libraries?"*
- *"How you will decide which programs will resume?"*

## Recommendations

- Reduce frequency of all-staff updates to weekly, with additional updates sent on an as-needed basis
- Shorter, more concise email updates and/or bullet point summary of topics at the top
- Share information on recovery efforts, including: remote working options, reopening plans, safety at the office, facility operations, well-being and how we are aligning with the Province's updated guidance
- Provide clear instruction to managers to share relevant department information with their teams and support them with information/tools where possible
- Work more closely with HR to ensure information is sensitive, clear and in plain language
- Work with Technology Services to explore innovative collaboration tools, such as Slack and Zoom

# Report for COVID-19 staff communications survey

## Response Counts

Completion Rate:

99.2%



Complete



496

Partial

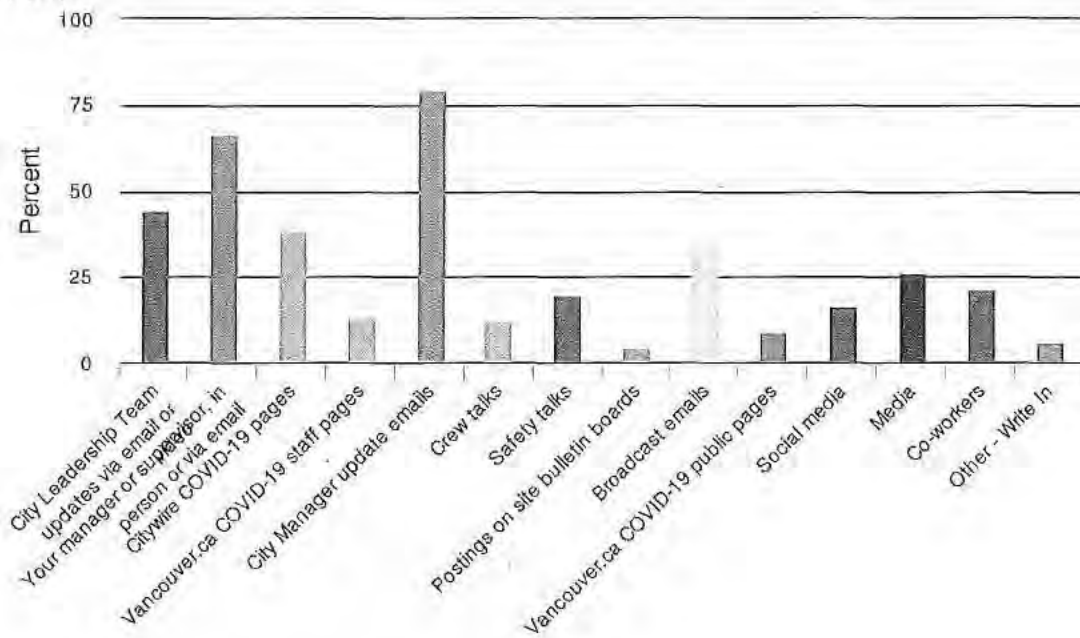
















4

Totals: 500



1. What are the main ways you receive work-related COVID-19 updates? Select all that apply.

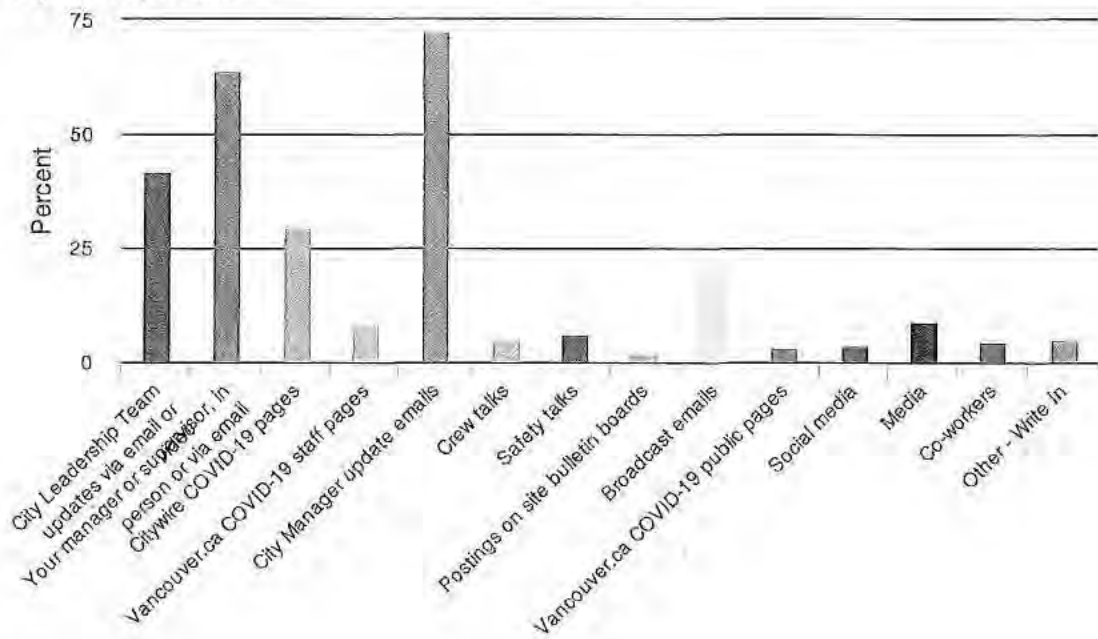
















Value		Percent	Responses
City Leadership Team updates via email or video		44.5%	222
Your manager or supervisor, in person or via email		66.7%	333
Citywire COVID-19 pages		38.1%	190
Vancouver.ca COVID-19 staff pages		13.2%	66
City Manager update emails		79.4%	396
Crew talks		12.0%	60
Safety talks		19.8%	99
Postings on site bulletin boards		4.2%	21
Broadcast emails		34.5%	172
Vancouver.ca COVID-19 public pages		8.6%	43
Social media		16.6%	83
Media		26.5%	132
Co-workers		21.2%	106
Other - Write In		5.8%	29

Other - Write In	Count
All channels possible	1
All-staff departmental meetings (hosted by Gil)	1
COV's Instagram	1
CUPE	1
Daily dept management team meetings	1
Department Newsletter	1
EOC daily Situation Reports	1
Totals	27

Other - Write In	Count
EOC sit reps	1
EOC situation reports	1
FRS All Hands with Patrice	1
GM weekly Web-Ex meetings	1
Jabber	1
Listening to Bonny Henry	1
Telephone meetings where our department team members call in. Also, I received updates from friends who were in Italy at the time of the breakout and quarantined, to friends in the U.S.A. - Florida, Chicago and Los Angeles, that are respected community members and were there from the start, and still helping others.	1
VPL update to my personal email but they are not timely. As I am full-time at the EOC,	1
Vancouver Emergency Management Information	1
We have daily briefings where everyone at our worksite stands too close together, so I do not attend	1
Weekly FRS Webex Meeting	1
all the above	1
city librarian	1
colleagues in other government organizations	1
dept webex mtgs, cbc web + radio, news outlets	1
employee rep for OH&S Park Board main office	1
other organization	1
radio/tv/internet	1
staff meetings	1
weekly all-staff webex calls with our Director	1
Totals	27

2. What are your preferred ways to receive work-related COVID-19 updates?  
Select your top three.



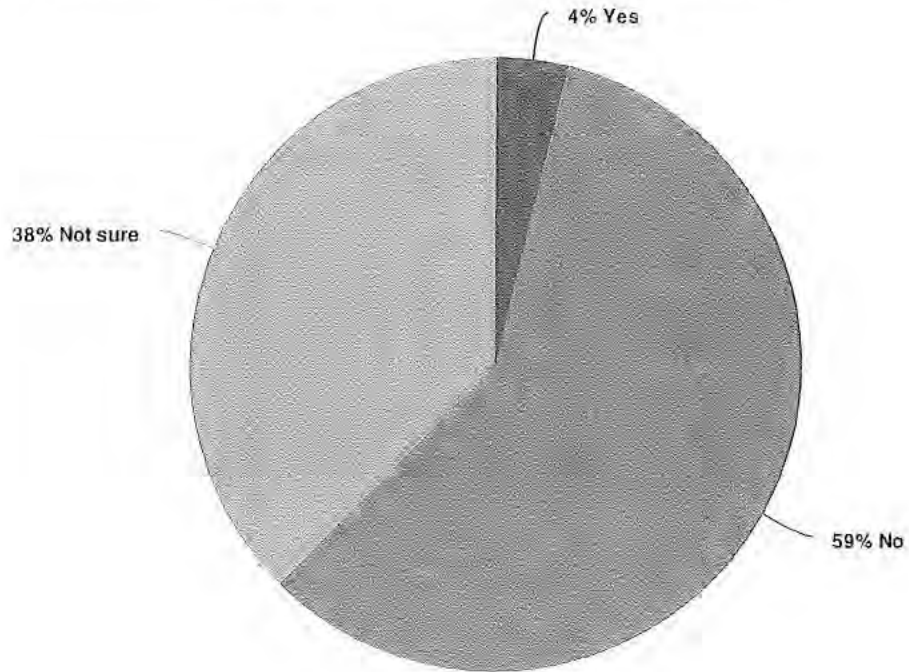
Value		Percent	Responses
City Leadership Team updates via email or video		42.0%	209
Your manager or supervisor, in person or via email		64.1%	319
Citywire COVID-19 pages		29.7%	148
Vancouver.ca COVID-19 staff pages		8.0%	40
City Manager update emails		72.5%	361
Crew talks		5.2%	26
Safety talks		6.0%	30
Postings on site bulletin boards		2.2%	11
Broadcast emails		22.9%	114
Vancouver.ca COVID-19 public pages		3.4%	17
Social media		3.6%	18
Media		9.0%	45
Co-workers		4.6%	23
Other - Write In		5.0%	25

Other - Write In	Count
My personal email ideally, as my city email doesn't work from	2
Adjusted City manager emails - these have include links to citywide, and I cannot access these documents because I do not have VPN access when working from home	1
All-staff departmental meetings (hosted by Gil)	1
Anything that isn't email please, by inbox is out of control	1
As adults we can get out own information being inundated at work every day is disconcerting, depressing, anxiety inducing, unnecessary, too much	1
COV's Instagram	1
Totals	25



Other - Write In	Count
CUPE	1
Directly from my Manager, that way I can ask questions.	1
Dr. Bonnie Henry	1
EOC situation reports	1
FRS All Hands with Patrice I.	1
GM weekly Web-Ex meetings	1
I would be happy to receive email but do not currently. May I receive City Manager emails sent to my personal email address at sitackumar@gmail.com?	1
My friends that are in Europe and cities in the U.S.A. that are community leaders and front line workers. They have been experiencing the impact of this virus on those around them from the start and are still helping people, as they can. They see first hand what's going on.	1
My personal email, as my city email does not work from	1
Prefer emails than videos	1
Vancouver Emergency Management Information	1
Video broadcast	1
-	1
city librarian email and live weekly video	1
departmental + team meetings	1
need to have from one group only	1
phone call	1
text	1
Totals	25

3. Are there channels not being used that you would like to see?



Value		Percent	Responses
Yes	<div></div>	3.8%	19
No	<div></div>	58.6%	291
Not sure	<div></div>	37.6%	187
			Totals: 497

4. What other channels are not being used that you would like to see?

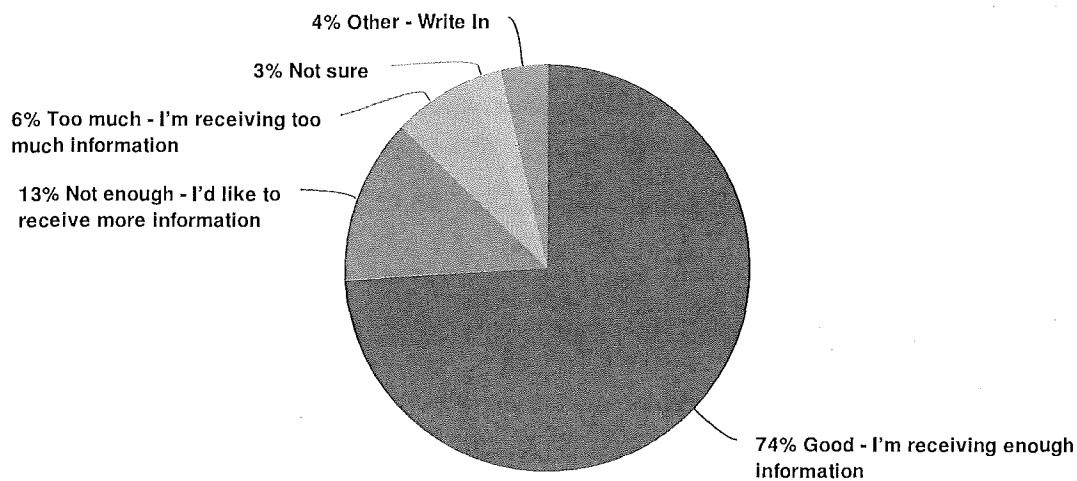


A word cloud of various communication channels and terms. The words are arranged in a roughly circular shape, with some words being significantly larger than others. The words include: chats, citywide, departments, media, personal, social, benefit, or, access, text, aux, citywire, approach, staff, video, answers, great, emails, director, covid, amount, broadcast, faq, department, consolidated.

## ResponseID Response

1	social media for staff only
23	Union
82	personal e-mail or text, especially for aux staff
146	Our department has been lucky to have a great amount of transparency and have been having all-staff meetings with the GM. I imagine other departments would benefit from this approach too.
158	Slack
175	Social Media - we need something social media/SLACKish and stop with the emails
176	something similar to citywire for staff without VPN access
225	mass emails - never included in any
262	Video broadcast
346	Twitter
410	Manager or Director updates
418	More video chats
423	Text
424	Would be great to have a consolidated ongoing COVID FAQ page so when new items are presented, or measures implemented there is one place to go to see answers.
474	Personal emails for outside workers with no access to citywide.

5. How do you feel about the amount of information you are receiving from the organization?



Value		Percent	Responses
Good - I'm receiving enough information	<div></div>	74.0%	368
Not enough - I'd like to receive more information	<div></div>	13.1%	65
Too much - I'm receiving too much information	<div></div>	6.2%	31
Not sure	<div></div>	2.8%	14
Other - Write In	<div></div>	3.8%	19
			Totals: 497

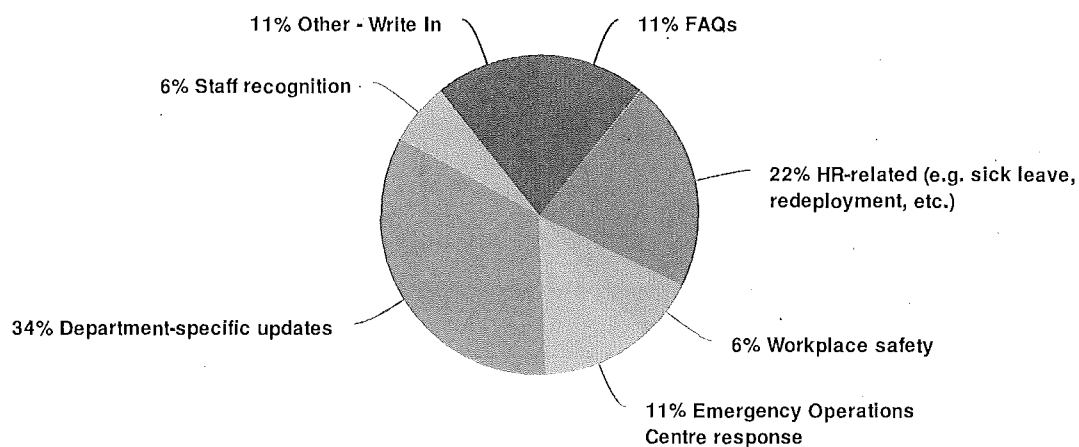
Other - Write In	Count
Daily updates are good. However some information from city managers to supervisors then to staff have altered or changed depending on how the information is intercepted. Then staff become confused with their supervisor info doesn't match another superior info.	1
EOC org chart, operations, teams, activities; EOC video of breath + depth during COVID. EOC lessons learned that can be applied to next crisis, assessment of EOC readiness, activation, systems, procedures; communication mechanism from staff with ideas to EOC	1
Totals	19



Other - Write In	Count
Generally good. Appreciate the effort and the presence.	1
I came back from England was really sick (at work) could not get anyone to care.....then after 2 weeks finally I have contact and now HEALTHY am told I MUST quarantine for 2 weeks.....ON MY SICK TIME BANK.....what??? No test was available, no assistance to get a test, so I came to work, still no test available to COV workers unless we are on a gurny in the hospital.	1
I think there was too much of a rush to layoffs and not enough opportunity to collaborate on other ways to find cost savings. This shows that the kind of information we are receiving is very top-down, non-collaborative, and hurts morale.	1
I'm receiving a lot of information which I believe does not pertain to me so it's even more confusing than just too much data.	1
Information level is good. A faster response to some questions for clarity would be good. Even if response is to say we hadn't thought of that we will review. Also on those types of questions that weren't thought of, maybe invite staff feedback for potential solutions.	1
It would be appreciated to receive relevant information from the specific department. I.e. Emails/updates from Park Board outlining relevant steps taken to support staff that are impacted by closure of community centres. As of yet, there has been no communication from the Director of Recreation Services.	1
Not receiving a lot except for some vpl updates which may have City Manager updates in them.	1
Sometime the information is too general. We need more details on the significant actions that directly impact staff such as the exempt pay cuts and who are allowed to work remotely.	1
The amount from City manager is appropriate but that is more general information for entire city. Wish more information was coming from department heads, directors, branch managers on a regular basis.	1
The amount of information was fine. The fact that it was often contradictory to information from our supervisors, only applicable to specific workgroups or transmitted by rumour before being communicated to staff was unfortunate. The "upbeat tone" of emails post April 24th, joyfully sharing "rebalanced budget, no further layoffs" was particularly hurtful to employees that had been laid off, but were still accessing work emails	1
The information is always good but often repetitive once it starts traveling down the communication chain. I think that it would be ok for a director or manager to say there are no updates in addition to what was provided.	1
There is a lot of information coming through which is good however it is sometimes hard to find what you need.	1
Totals	19

Other - Write In	Count
Too much and not enough, sometimes emails are very vague. We did not need two weeks notice for "maybe layoffs but we don;t know when or where" that just panicked people already struggling mentally.	1
Too much word - keep it simple and to the point	1
Would like more details and more updates on the different teams and work at play - what is the EOC doing, who is on it, etc, rather than more repetitive information.	1
concentrating on main email communications as there are a lot of them coming to us. But sticking with Sadhu's message and COV Broadcast	1
more regular communication on a set schedule if possible	1
Totals	19

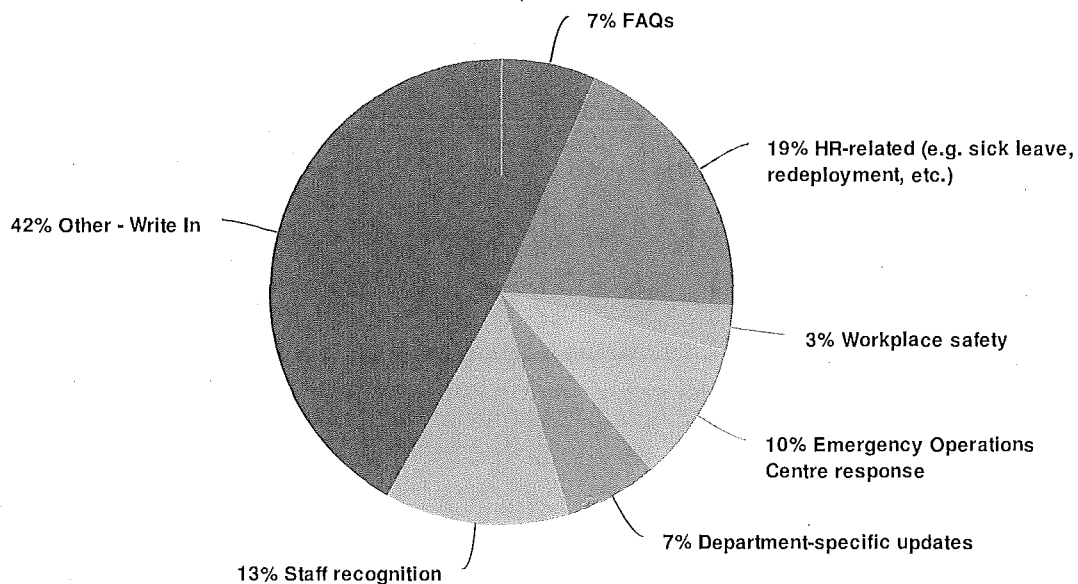
## 6. What information would you like to receive more of?



Value		Percent	Responses
FAQs		10.8%	7
HR-related (e.g. sick leave, redeployment, etc.)		21.5%	14
Workplace safety		6.2%	4
Emergency Operations Centre response		10.8%	7
Department-specific updates		33.8%	22
Staff recognition		6.2%	4
Other - Write In		10.8%	7
			Totals: 65

Other - Write In	Count
Don't know why we can only pick one on this selection. Ideally HR related, workplace safety, and department-specific updates. If we're going to be expected to redeploy we should be having all our bases covered rather than not.	3
Operational information - what is re-opened, how, why, when	1
Some communication from the City Manager's emails is sometimes incomplete and leaves us speculating	1
"New normal" working conditions. What will be open(Parks and Rec)? What events are cancelled? What events are modified?	1
plans for reopening pools, fitness centres	1
Totals	7

## 7. What information would you like to receive less of?



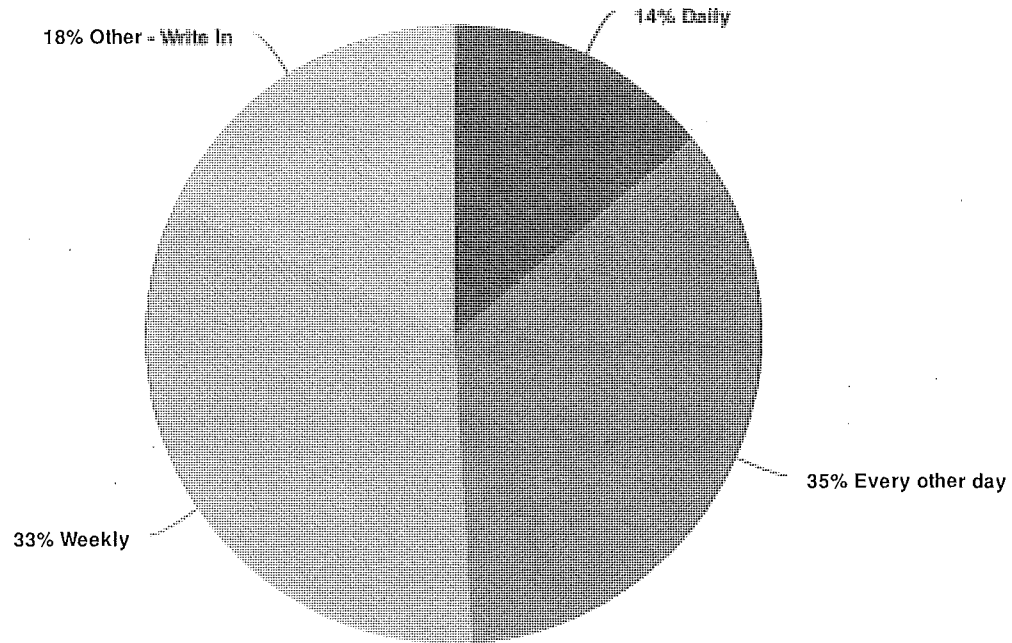
Value		Percent	Responses
FAQs	<div></div>	6.5%	2
HR-related (e.g. sick leave, redeployment, etc.)	<div></div>	19.4%	6
Workplace safety	<div></div>	3.2%	1
Emergency Operations Centre response	<div></div>	9.7%	3
Department-specific updates	<div></div>	6.5%	2
Staff recognition	<div></div>	12.9%	4
Other - Write In	<div></div>	41.9%	13





Totals: 31



Other - Write In	Count
COVID 19 updates	1
City mgr updates appreciate but want more lead time to be able to participate in virtual meetings	1
EOC, Dept specific, staff recognition, safety	1
I would prefer less lengthy e-mail from Sadhu Johnson stating information that is not applicable towards all departments.	1
Just less frequency - once a week max...I'm starting to ignore them there are so many	1
Less emails..maybe only weekly	1
The CM updates need to be brief / concise.	1
The messages are too long. It would be helpful if the most important points are summarized by bullet forms.	1
Too much information, I stopped reading the emails/updates as it was just too wordy, it would be helpful to highlight/bold key words - more reader friendly	1
Updates that don't have new, real information, but instead tell us something will happen in the future or changes or coming with no specifics.	1
What recovery looks like at the City	1
platitudes	1
Totals	12

8. How often would you prefer to receive all-staff general updates about COVID-19?



Value		Percent	Responses
Daily		14.1%	70
Every other day		34.9%	173
Weekly		32.9%	163
Other - Write In		18.1%	90

Totals: 496

Other - Write In	Count
As needed	4
1-2 times/week, depends on what happens	1
2 or 3 times a week for now and when things are rolling better, then maybe weekly and less	1
2 x a week	1
2-3 times per week as needed	1
Totals	88

Other - Write In	Count
2x per week; more as needed to respond to changes in the pandemic situation	1
As information comes	1
As is needed, no specific frequency. Perhaps a specific time would be best?	1
As necessary, if not possible, every other day, if needed.	1
As necessary/when there is new information to share	1
As necessary; probably with minimum of once per week	1
As needed (pertinent new information)	1
As needed (vs. routine, when sometimes may not be required)	1
As needed when there is news to share but at least weekly.	1
As needed, things are fluid and change rapidly	1
As often as needed	1
As required or deemed necessary.	1
As required. Daily made sense at the beginning when things were changing quickly, but less frequent (weekly or twice weekly) feels more appropriate now	1
As situation changes	1
As they are issued	1
As updates are available	1
At least twice a week - start and end	1
Depending on the situation	1
Every 3-4 days	1
Every other day unless there is a big announcement then as required	1
Every other day, unless any major news (e.g. provincial/fed announcement)	1
Totals	88

Other - Write In	Count
I feel it's reasonable to share information that is factual, especially when it has to do with the health and safety of staff. It's good to be as informed as possible with this virus and impacts it's causing.	1
I think it should be a gradual decrease or as needed	1
I'd prefer to receive them if they have important information.	1
If there are changes	1
If there is information to distribute, then send us an email. I do not need anymore "pat on the back" or "ya for you" emails.	1
If you are not going to test employees what is the point? If we are asympomatic we are speading it all over the workplaces. Without testing all the emails in the world will make NO DIFFERENCE if there is no testing	1
It depends on what is happening. When there are things like imminent layoffs, more updates are appreciated. Otherwise, weekly is fine.	1
Not sure but be consistent whatever the decision.	1
Only when necessary - Sandhu and the rest of management team should not put employees in PANIC. If they are not sure don't say anything	1
Only when there is/are urgent update/s.	1
Twice a week	1
Weekly but I like that today's responded to news from the province - so maybe one set weekly update, and other updates as warranted by the news cycles	1
Weekly is fine unless there is exceptional news	1
Weekly or as required	1
Weekly or twice a week unless something big is going down ie now the province is strarting to reopen the economy.	1
Weekly plus for significant changes/updates	1
Weekly unless a major development.	1
Weekly unless key need for additional	1
Weekly unless new, important updates come in, then as needed.	1
Totals	88

Other - Write In	Count
Weekly unless otherwise needed	1
Weekly unless there is a major change	1
Weekly would be fine, with the proviso that frequency may change if something new and important needed to be communicated immediately	1
Weekly, unless major update requires more frequently	1
When changes occur or there is new information to be shared.	1
When new information is available	1
When something is updated on the COVID webpage	1
When there are new news/updates	1
When there are new updates available	1
When there is new information to share.	1
When there is something new	1
When there's no info to pass on. We don't need updates if there's nothing significant to pass on.	1
Whenever it's needed or if there's new information.	1
Whenever major updates or developments occur	1
Whenever something changes	1
Whenever there is an important update	1
Whenever there is new informatoin to share	1
Whenever there is something relevant that we should know.	1
Whenever updates are necessary	1
Would like to see updates everytime there is something new to report	1
-	1
as applicable to keep us informed in a timely manner - that could range depending on the priority of the messaging or impact it may have	1
Totals	88



Other - Write In	Count
as changes in info warrant	1
as necessary re: reopening	1
as new info is released.	1
daily, during height of emergency/Pandemic	1
depends- daily if it ramps up again weekly if in the phase we are in right now	1
every other day unless there is a spike/change than every day	1
generally weekly but when things change in one way or another i'd prefer more often	1
maybe twice a week and as needed as major/important updates happen	1
once or twice a week	1
once or twice a week, as long as there is something new to share.	1
only as necessary	1
only when significant changes occur.	1
twice a week	1
twice a week unless critical announcements to be made	1
weekly unless breaking information requires additional communication	1
weekly unless there's a significant shift or noteworthy item	1
whenever i get email	1
whenever there is something new	1
Totals	88

9. Tell us about what you think is working well for staff communications about COVID-19.



ResponseID	Response
1	It is the best. I can tell how hard everyone is working, and although they cannot do everything, they are hitting what matters.
2	Test
11	Weekly update to PDS from Gil. Daily update with team (Housing Policy & Reg.)
14	Obviously sub sections in Sadhu's email so that we can scan easier.
15	A dedicated site that has all the information and Q&As
16	I don't think the furlough program was well explained. Communications created a lot of confusion. Also there should have been some tables or modelling to show how it replaced the EDO system. It still makes no sense to me.
18	Very impressed on the response from staff
21	Everyone has been extremely helpful and communicative - very thankful
28	Information to managers via email and Sr management mtgs in advance of changes and staff notifications
32	Regularity; openness;
34	Daily emails from CM were appreciated

## ResponseID Response

- 36 Updating every time there is a change, small or large, as well as the honesty of the difficulty of dealing with this situation.
- 37 I think the staff communication has been very good!
- 39 CMO emails and GM calls.
- 40 The City has been really proactive about updating everyone on the latest news and precautions to take.
- 41 mostly receiving key information in a timely fashion without overload or too much info
- 42 I like that there is enough information that is coming via email. I can scan it and then forward it to my home email to read at my leisure.
- 43 I think the emails from Sadhu are very helpful as it lets me know what the city's direction is.
- 47 Updates from City Manager communicating to staff.
- 51 City Manager Updates - they seem to highlight what's on my mind at the moment and tend to provide the links I can use at the time.
- 52 I find the City Manager updates useful which are then reinforced and elaborated on at our Branch meetings - the messaging is consistent and thorough.
- 54 Really appreciate the current frequency and amount of information.
- 55 Consistent updates. Reminders of protocols that are in place. Acknowledgement of the hard work of staff & the difficult reality of layoffs. More personal tone of writing.
- 56 That we all get the same info at the same time. It eliminates chatter & gossip.
- 63 It's positive and I like the frequency and methods
- 64 The weekly broadcasts on behalf of the City Manager work for me. Also having a COVID-19 webpage with the updates is good.
- 68 Giving the details required that will likely impact job security and day-to-day operations
- 72 City manager emails are great. I appreciate the tone set by Sadhu's writing style. The transparency, managing expectations well, being clear about what we know and what is unknown. Sending message of hope.
- 78 Daily updates are providing transparency in the current processes and keeping all staff well informed.
- 80 Up to date information on what's relevant for staff

## ResponseID Response

- 83 The City Manager email is working well - you know the most critical info will be captured there.
- 84 regular updates with open transparent information. Also info has address the discomfort people feel with the lack of information, which is in itself comforting..
- 85 Without testing.....of staff.....most of this is mute
- 86 Crew talks, safety talks. Information about behavior at sites and if in contact with suspected cases. Any new findings related to this.
- 93 Good clear info coming from the top
- 94 I like being able to find COVID info on the Citywire page, like links to the childcare.
- 96 City Manager updates and updates share by my managers (EOC and home team)
- 97 Provides the needed and relevant information in a timely manner.
- 100 The City Manager email is informative and trustworthy and personal, which I think helps the morale overall. There are enough modes of communications, i.e. if you wanted to get the information from City Wire.
- 102 Information on citywire is fine.
- 108 Transparency has been pretty good.
- 109 General information about the city plans as a whole
- 114 A great deal of care goes into writing them. They are clear and concise and give me the information that I need.
- 115 It's generally been frank and open plus a decent amount of detail
- 116 I feel mgmt has been fairly transparent in communicating the current situation and how it affects staff/public.
- 118 Email sent direct from city manager
- 121 Daily summary works great. Information on citywire is also good to check the latest update.
- 122 Clear intent to keep staff informed
- 123 I am receiving a clear and united message across the board from all levels

## ResponseID Response

- 124 A good amount of information being shared and I feel fairly well informed overall.
- 125 wordy - to political tell us what is new point form with explanation we can read it if it pertains to us
- 127 Consistent messages so not concerned missing something. See the person / ask questions on video
- 128 I have liked the update emails directly from Sadhu.
- 131 Zoom or video meetings from general manager. Team meeting updates.
- 134 The update posting at Citywire.
- 138 Emails that come from Sadhu are easily to search in outlook as he rarely writes so they are easy to refer to. I like that this emails update us all at the same time.
- 139 Staff are kept aware and up to date on COVID-19 actions.
- 140 I really appreciate the City Manager's regular email in terms of the content and tone. I would suggest that it could be slightly shorter and bullet point the key information up top.
- 144 Updates from the City Manager are great because they provide the entire organisation with the same information, in conjunction with the daily updates from the Provincial Health Officer. Website is good to be able to access COVID-19 information anytime.
- 146 As mentioned above PDS has been lucky to have great leadership and transparency especially through our all-staff meetings. As well, I appreciate the CMO's efforts for transparency. I found the recent layoff scare to be frustrating as there was transparency without details, definitely anxiety inducing.
- 147 Sadhu's emails have the right cadence and level of detail and empathy. They're great. Luckily for me the rest of the content on Citywire doesn't apply to me at the moment so I can't speak to that.
- 150 The regularity and consistency of the communications has helped me remain aware of the decision making processes which affect both myself and the organization. Despite often discussing sensitive and challenging topics, the approach has been transparent and human.
- 151 No complaints
- 155 City Manager e-mails are informative.
- 156 Really appreciate City Manager's email, GM's email, GM's all staff webex meetings



## ResponseID Response

- 158 Happy with frequent updates from city manager, supplemented by information from my supervisor for job-specific info every few days as needed.
- 160 So far comms has been great. Keep modifying it to match the pace of the changes coming through.
- 162 I am enjoying the regular updates, I feel like the City is taking an active approach to keeping staff informed
- 163 It is good to receive 3 emails a week to ensure that the updates are not too "old" by the time we get them.
- 164 Information is clear and well distributed
- 165 I mainly rely on Sadhu's email broadcast. Reducing the number of sources that I access, for me, has helped me focus on the key messages. What is helpful is that it summarizes two or three main topics of the day with links to pages with further detail. As it originates from Sadhu's email address, it reinforces a much-needed leadership voice, a unified tone and approach. I am extremely impressed at how well communications have been managed up to this point by the City Manager and communications staff.
- 170 Communications come often to work email.
- 172 I like getting the updates from Sadhu, and Gil gives us an update once/week at PDS all-staff meetings which is nice too. I think it makes sense to send out messages as new information comes to light, so there doesn't need to be a specific schedule for updates so much as being transparent and keeping us informed as new information comes to light (which seems to be what has been happening to date).
- 175 Frequent communication, content rich communications: video's, links, etc.
- 176 Emails have been used efficiently to broadcast information that are specific to city staff, but general to the broader group.
- 181 I like the City Manager updates, so I can see how the whole organization is being affected by Covid 19, as well as more specific emails from our department heads, on Covid.
- 182 positive yet realistic updates that has been honest and transparent, welcoming ideas from staff,
- 184 emails
- 186 Daily updates from city manager and constant availability of supervisors to answer questions or clarify info is great. Esp during a situation like this where we have never been through nor have the answer ahead of time. Everyone was very understanding and gave a bit more flexibility which is much appreciated. It shows the care for the people vs politics in such a scary time.

## ResponseID Response

- 187 The every days format allows for addressing things as they happen. I could see every other day or even less frequently working as long as important updates were addressed promptly and not affected by waiting until the next update is "supposed" to go out
- 188 I think the City has done an excellent job. Daily updates were fantastic at outset and reference website was great to get questions answered.
- 189 City Manager emails
- 191 The amount and timeliness of relevant content is superb.
- 192 Basic information about the effects on City Services and staffing levels.
- 194 (1) it's coming from the top (City Manager) - shows good leadership; (2) with respect to comms coming from own dept. Director, the information is further provided in better context as it is framed within the dept. function (3) Frequency. To date the frequency of these communications has been excellent given the novelty and critical level of the crisis (4) Support by dept's Director and management (5) IT support - amazing, and many, many thanks for supporting staff to the best of your abilities and resources within this time of crisis
- 195 Not too much repetition. Good links to other resources and documents.
- 196 at least you are trying to communicate. now its time to be honest and try a whole lot damn harder.
- 201 --
- 210 I believe every effort is made to gather information and communicate it in a timely manner. In the early days things were changes so quickly that it was an impossible task.
- 214 weekly updates
- 216 I appreciate Sadhu's emails to keep us informed and it works well.
- 220 Email updates from GM of Engineering and City Manager. Citywire updates.
- 221 I think as soon as there is a change that affects staff we should be notified
- 222 It has been a great help while giving crew talks. The information and our response worked well. It made it easier for everyone to adapt and except new ways of getting our work done in a crisis
- 223 When I get an email from Sadhu or my manager, then I know it is important.
- 224 I think the breakdown of emails into short briefs by topic heading works well;

## ResponseID Response

- 225 A lot of info shared, though most not applicable to my situation
- 226 The news is full of related information so the current level, specific to our circumstances, seems appropriate to me.
- 227 Seems as though transparency is a priority, and I think that goes a long way with staff in terms of trust and accountability
- 228 - Frequency of updates is very valuable, as things keep changing so fast
- 230 The email.
- 232 The updates are timely and I appreciate the transparency in the messaging
- 233 When the changes first happened the daily updates were perfect, as things settled the reduction to every other day worked. Now as we move in to the recovery phase weekly if it is related to COVID but if it is with regards to reopening and restarting then every other day. It will really depend on content.
- 238 The daily updates from around Mar 18 was really beneficial. Changes on all areas we constantly happening and it was difficult to which was most up to date and what was reliable.
- 239 I app
- 240 I app
- 241 Receiving info from other departments
- 242 I appreciate the legwork trying to get the communication going, and the grounds the communications have covered.
- 243 It's good that the City Manager emails everyone daily.
- 244 My colleagues inform me of any updates as all email updates are only going to my work email.
- 254 I think it's adequate, as is.
- 256 To be honest, I don't feel that the communication towards staff in the recreation department is doing well enough to relay important and correct information to our department. I've been having to locate information from my colleagues who also have been asking their supervisors/management/HR what the daily e-mails that come through actually mean.
- 257 the crew talks.

## ResponseID Response

- 259 Appreciate the timely and relevant information from the City Manager. His personal commitment of time to communicate with the workforce directly is impactful, important and meaningful. Strong leadership is calming in these trying times.
- 262 email broadcasts
- 263 The communications were frequent
- 264 I feel the team is working hard to keep everyone up to date and to keep the flow of information going without making folks feel like they are drowning. The c-19 page is great and the new update makes it easier to read,
- 267 Our Carnegie weekly updates generated by our Management. There is also a daily team meeting that helps the front line works keep up to date as well as address concerns.
- 268 The emails from Sadhu have been much appreciated - it provided daily relieve that the COV is working hard in making sure employees are well acknowledged and to ease any anxiety due to uncertainties.
- 271 The regular messages are appreciated and expected by staff.
- 272 The email updates forwarded to employees by managers/supervisors are working well.
- 273 I didn't particularly any of the staff communication was effective.
- 274 Stories of people working on the front lines Situation reports well researched and objective
- 277 Emails from City manager are very informative
- 285 I think you guys are doing a very good job in extremely difficult times.
- 286 Sadhu's message is working well, from the beginning i initiated a morning meeting to discuss latest updates, so as to calm the panic early on. Then as well keeping my staff up to day on the latest as it came to me.
- 287 updates via email from city manager is good
- 289 I have nothing to say but good working with staff.
- 291 Emails and general communication from supervisors and managers

## ResponseID Response

- 293 First I would like to extend my appreciation for the information provided. Although we are all going through such an "awful" time, and I hate to think about Covid19, I think it is important to receive updates, it is nice to know about the current situation about 1) how the City is responding 2) providing information about how we are moving forward in cooperation with health authorities. On a personal level: 1) as a city employee I am proud of how the city is responding and 2) I am also a resident of the City of Vancouver I know that I am in good hands. And we have good provincial leadership on this. I just want to say that I think you all are doing a great job. Hoping you stay safe and well.
- 294 The daily e-mail was great. It works well.
- 297 I do like the city manager's updates on a regular basis.
- 298 City Manager's updates are informative and easy to read
- 300 The only thing that it's working is by not reading unnecessary emails that put people through panic.
- 301 Regular Deals with staff concerns, such as lay-offs, remote work etc.
- 304 I believe most staff is getting there info from the news, and when ?'s are raised there managers are doing there best to get updated info and answers. It is a bit difficult due to how fluid a situation it has been.
- 306 The emails and video livestream have been helpful from both the city and VPL. It's nice to know that we are included and updated.
- 308 Feel well informed by leadership, valued and safe.
- 310 I have appreciated the balance of tone - direct and personal - in messages from Sadhu Johnston.
- 311 -The fact that communications are coming from our City Manager instead of a broadcast email -I know that the Communications Team is working hard to find the right balance between quantity and content -Asking staff for feedback via this survey
- 312 It was reassuring to get daily emails from the City Manager during the first weeks and as we adjusted to the circumstances. The weekly emails now seem sufficient.
- 313 City Manager emails are informative, reassuring, and feel honest and genuine. I like the updates every day or two, but I understand this is a busy role so one email a week with links to any updates would be appreciated.
- 315 no complaints. The province updates their policy and procedure, the city uses this update to figure out what to do next.
- 316 The emails and Citywire updates are good sources of info so far.



## ResponseID Response

- 317 Most of the time, the tone of the City Manager's emails are appropriate. Information is provided in context and is up-to-date.
- 321 crew talks are a simply but direct way to talk to crew and pass on messaging, they do need to be unified, same message from all groups
- 322 when something changes we get notified, system is fine. The future is unknown and that's the way it is.
- 323 Electronic communication is good and well thought out. Could use more visual displays.
- 324 As a VPL employee, we have been receiving clear updates from the Chief Librarian via email and video. The information provided helps with understanding where the organization is in their planning.
- 325 Receiving timely updates
- 328 UPdates from City Mgr are clear and succinct, as well as timely.
- 329 No comments
- 330 Regular updates from City Manager and Direct Supervisor
- 331 I have enjoyed and been looking forward to Sadhu's emails.
- 334 I like the daily updates by the City Manager and our general manager of engineering
- 340 City Manager messages and videos; regular updates from PDS management
- 341 Informative and consistent
- 343 Honesty, and clear, excellent writing.
- 344 Nice to receive weekly updates from the City Manager
- 345 Daily updates is nice
- 347 Sadhu sending messages (either video or by email) to all staff.
- 350 Communication from City Manager has been frank and open.
- 353 It is factual and relevant. Pertains to the City of Vancouver and not other cities.
- 354 The fact that we get regular updates.
- 356 I like the weekly emails from the City Manager and weekly Teleconference sessions with my Division

## ResponseID Response

- 357 I think it is important to receive updates from City Manager, his emails provide a broader picture of what's happening within the City. Anything specific to our daily operations, we get updates from our Manager.
- 358 Providing staff with the latest information, as soon as it becomes available.
- 359 Information is coming in regularly. At this point daily messages are not necessary unless a big change has happened but keeping informed regularly has been very useful
- 360 I find the summary broad caste emails from senior management helpful.
- 363 So far I am very satisfied with the communications (from all aspects) that I am receiving
- 367 The City Manager emails contain detailed information on a regular basis so that we feel kept in the loop.
- 373 Being open and honest about the challenges that are being faced. Sharing the challenges and seeking input on how to address.
- 377 Great effort to ensure that everyone has communication. Thorough and well presented.
- 378 Keeping staff informed, trying to get the information well spread to everyone.
- 385 Amount of transparency was appreciated.
- 386 I really appreciate the FRS All Hands that our GM, Patrice Impey, is leading. She provides a big picture context to the decisions made by leadership and council as well as answer questions or gets the right person to answer (e.g. HRC). I find it grounding that leadership is willing discuss the hard decisions they have to make. I recommend all GMs do this or at least directors for their staff.
- 388 Thorough information
- 389 Consistency, and responding when there is a spike in news related to Covid-19 and a City response is required in some form, even if in general acknowledgement of this news.
- 390 I appreciate that information is being provided in a timely fashion and that there are regular updates on the situation.
- 391 I appreciate the City Manger emails
- 392 I appreciate the constant stream of info and updates in this uncertain time. It's reassuring to hear what actions are being taken.
- 394 emails
- 395 You're using multiple channels, which is good.

## ResponseID Response

- 396 I prefer the emails from our City Manager and it is good to be kept informed on the impacts of the virus and how it's going to affect City staff and how we continue our operations. I prefer working from home, I do not want to risk taking transit to work and going in any sooner than we have to. I prefer emails from our City Manager and our GM during our departmental telephone meetings.
- 398 Regular updates are great (particularly during an ever-shifting landscape) and there is real compassion and understanding being voiced in the communications which is appreciated.
- 399 Compassionate. Detailed.
- 400 The City Manager's emails are informative and I appreciate the daily update.
- 401 City Manager's emails are excellent. Video updates are good too.
- 405 Communications are constant
- 410 Citywire and CMO updates
- 412 Content is current and up to date.
- 413 Good communication flow through GM (I'm a direct report). Good communication in City Mgr. emails and web ex
- 418 There is lots of information coming out daily
- 419 daily morning meetings with management and all staff.
- 421 having my superintendent forward email from the city manager to my personal email account so i can still see the message while away from work
- 424 Lots of information being provided and it seems timely - i.e. we are getting the official information before bits get out and rumours can get started - I think that is really positive - especially in an environment where everybody is already a little (or a lot) anxious. So thank you for that.
- 425 For staff still working: Citywire. City Manager Updates emailed. Briefings emailed.
- 426 Updates from City Leaders
- 429 It's good the way it is city manager emails

## ResponseID Response

- 431 Sadhu's progress updates are helpful. They give me the confidence in knowing that our city's leaders are actively working to get all us back to a newer and safer normal. Kevin McNaney does daily check-in for our team at the PDS Special Projects Office, and Andrea Madden does a now twice-a-week check-in for the PDS administrative services team. Both are appreciated, because they're two-way conversations. Kevin and Andrea both update us, and give us opportunities in a round-table format to ask questions, give updates, or list concerns. Often, there's the "how are you feeling, really?" conversation, which helps us acknowledge our real feelings, which enables us to healthily process them among peers (rather than build up anxiety or resentment). Gil Kelley also does weekly PDS updates, which is also helpful, especially given that he's in the CLT. He's very open about his thoughts and feelings and his leadership is highly valued. There is an active chat box, and Gil and/or Christina Medland both answer questions and address concerns. Again, this two-way dialogue is helpful, and the timing for this is good. The uncertainty is real, but the leadership demonstrated by the aforementioned individuals helps provide much-needed calmness and direction.
- 432 Sharing anything new
- 435 Regular e-mails and options to ask questions and related documents included in the emails.
- 437 we all are aware of what is happening and well updated
- 443 All email messages have been written verywell, they are clear, frank and positive when possible. I feel confident that we are all working together because of these emails.
- 445 Messages coming out consistently - we know we can rely on the messages keeping us up to date on the latest information.
- 447 Keeping us up-to-date and having us feel included in the updates, as well as promoting a good sense of community. The especially good ones are where misinformation is dispelled
- 448 Personal email from Sadhu goes a long way. The tone has been honest and respectful.
- 451 The city wire page is great so you can go there as a first stop when looking for information.
- 456 We don't have staff updates except for the All Staff bulletin from the City Manager and that is working quite well as it's better than not getting any information.
- 457 I find the communications from the office of the city manager, forwarded by my supervisor, to be both timely and more than adequate in their detail, to satisfy my job related concerns as the situation progresses...
- 461 City managers email

## ResponseID Response

- 471 City Manager is staying well connected with the workforce at large, and the Connected Leaders meeting recently have been very helpful.
- 472 Reliability of timing, fair amount of transparency given that there are so many unknowns
- 474 Crew talks.
- 476 Info coming from City Manager instead of generic broadcast email
- 477 Very consistent and open communication, which I sincerely appreciate!
- 478 Staff communications are succinct, informative, and encouraging. The communications cover relevant issues affected by COVID-19 and prepare staff for what is coming in a positive way.
- 479 The head lines for the sections.
- 480 The frequency and detail in which the announcements are told
- 481 I meet with my staff for a crew talk three times a week and give them an update to keep them informed.
- 483 I think the overall brief and personal format has been nice. general information can be found all over, I like that it is focused on COV and how it may affect the City or staff.
- 487 City Manager and GM emails do a pretty good job of stating the broader conditions. Speaking with manager & supervisor during daily team calls adds a layer of more detail, often with information specific to our branch.
- 489 email communications, City Manager Updates
- 492 Weekly all staff meetings with Gil
- 494 regular updates received via emails
- 496 I appreciate the updates directly from Sadhu and that we're being kept in the loop as things unfold.
- 497 Very comprehensive, timely, love the charts when you need info
- 499 I like the links. The emails are very well researched. I've found them helpful.
- 501 City Manager e-mails are useful, helpful and timely.
- 503 I am really impressed with how all of these changes have come together in such a short period of time. It is never easy or comfortable to communicate when there are so many unknowns. I am also really impressed with how much staff mental health has been encouraged and emphasized during this time.



10. Tell us about gaps or how we could improve staff communications about COVID-19.



ResponseID	Response
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1	More photos of kittens please.
14	We should include dashboard information in Sadhu's email to show general response/recovery information in an easy-to-digest manner.
15	None
16	More visual, graphics - less wordy
17	Some of the communications sent out by the City Manager has not been well thought out, and have caused a great deal of anxiety and stress among employees of the city.
18	n/a
23	Unclear HR-related information
27	Increase brevity of emails. Decrease length of emails. Use infographics and implement ways to break up long paragraphs. Managers/Supervisors should not have to provide the updates.
28	Seems to be working very well
32	Can't think of anything; Everybody has been super good and considerate. Love the solidarity. Love the fact that layoffs have been deferred. It would not affect me as I have seniority, but I would hate to see the lack of spirit if that happened.

## ResponseID Response

- 34 Communications seem to be trailing off. We need information more than ever as we enter into the recovery phase.
- 37 I don't feel there are any gaps. The information provided is very good.
- 40 n/a
- 41 greater detail on personal impacts (financial, lay-off, edos
- 42 I understand there are a number of task forces at work... it would be nice to know more about what they are doing.
- 46 It would be nice to see what other departments are being told and what's happening for them. It would be nice to know how our colleagues in all parts of the city are being affected.
- 47 None
- 51 Maybe reduce the overall volume? Especially if 5 various updates are 80% saying the same thing in each one. Maybe chop it to 2 updates and each one is 80% new/different than the other daily.
- 54 Need to have a platform to channel questions or comments
- 55 Earlier on it seemed like there were emails for the sake of sending emails, but they were rather repetitive and contained similar information.
- 56 Weekly works well for me, but would also like an immediate update for "Breaking News" type of information.
- 63 N/A
- 72 None. I think you're doing a great job.
- 73 Share more about what the EOC is working on, specifically, more examples of what it has accomplished and what's ahead.
- 74 Redeployment, questions on union and HR-related issues, pay protection and layoff, ROE, CERB information, recall
- 83 There's a lot of duplicated information being sent through different channels in addition to lots of emails being sent that contain little/no new information as things slow down and stabilize. Would be ok with less frequent communications as long as critical changes/updates are still communicated in a timely manner.
- 85 Testing for all employees that are in jobs with "contact" to other people. We have a staff member off right now with virus like symptoms....."no testing"

## ResponseID Response

- 93 Not always alignment through all levels, likely due to the pace of change
- 94 Don't have Sadhu send scary emails around dinner and the evening. It can be stressful if you quickly check your email. Also don't keep on talking about layoffs and then maybe no layoffs. It is seriously stressful. I think it would be kinder to just lay people off and let them know at that time.
- 95 More clarity on operational requirements and procedures (for example, payroll time entry, prioritization and cost settlement for COVID19 related work, future plans)
- 97 Less fluff such as sentimental accolades.
- 100 Not sure - I think there has been enough.
- 102 Coming from one source like EOC.
- 109 Nothing very specific about my department alot of the time (parking enforcement)
- 114 No
- 116 I think you are doing a good job
- 117 Shorter messages, only important facts
- 118 email updates are infrequent and happens haphazardly.
- 119 Information needs to be clearer, specially the ones involving staff impacts
- 122 Some communications especially those involving HR matters may raise questions. Anticipating some of the more likely questions and addressing them accordingly in the announcement is likely to help assuage concerns.
- 123 short, factual updates are welcome
- 124 Information meant to cascade down, is sometimes coming to the broader staff group before levels of management can preemptively share some of the details with the staff teams.
- 127 I have little idea about what the overall city response is. I am starting to work on a project and it would be helpful to understand all the projects the City has undertaken on a dashboard for a quick understanding of what is underway.
- 128 I don't see any gaps - so far it's been solid - nice work.
- 130 How about voicing our concerns. How about volunteering to be laid off. No one is being screened coming in to our workplace, anyone can come in !? (and spread their germs) Totally unsafe !?!

## ResponseID Response

- 138 -The Planning Department receives more regular and detailed emails from Gil than Engineering does from Lon. Many Engineering staff are working in the field, but for desk-based staff it's frustrating when Planning is getting much clearer, additional communication. With no communication from Lon, it often seems to be our branch manager to interpret Sadhu emails (sometimes incorrectly, I feel). -Please tell us how to set boundaries when we do go back to work sites. I am wondering what I am going to do if I being asked to go back even if 1) My work can easily be done remotely, 2) My work space feels unsafe/unsanitary (open plan, close quarters) or 3) other senior staff/coworkers are not taking social distancing/hygiene seriously. The last week before we were asked to go WFH was very unsettling for these reasons. I feel like the return to work will still have all of these same conditions. Extremely clear direction to \*all\* that why lower down staff have something to point to. "At your manager's discretion" is not strong enough language.
- 139 Nothing to add.
- 144 None
- 150 I think additional information about the work being undertaken by the EOC would be interesting for staff to review (e.g. how many staff allocated, the org structure, things learned, outputs and modeling, etc.).
- 151 be more specific about things important to union staff... e.g. the city manager's email about staff not getting raises was confusing, we were all waiting for that email, then were left a bit puzzled... not to mention that a vote by the people who its affecting would have been nice!
- 156 mechanism to provide ideas to EOC (but also need to know how EOC operates in order to do so)
- 158 Communication from the union has been spotty at best. Would be helpful to have a dedicated channel to go to as needed, such as by slack. Email is very slow over vpn, and more email updates just clog up the system.
- 162 I find that the communications around layoffs and furloughs not clear and require interpretation. Not sure if those communications could be more clear and concise and just spell things out without the need for someone to interpret.
- 165 One of the opportunities I think that was missed was strategic communications planning at the individual branches/group level. In my group, our communications related to COVID response were all reactive, when a problem or potential issue was identified. Because it was reactive, I think in some ways the messages came a bit late. More communications and strategy planning at individual branch/division levels may have ensured the right messages were delivered to the right people at the right time.

## ResponseID Response

- 170 It was stressful to be told we would be having mass layoffs and then being made to wait 2 weeks to see if we would still have our jobs. And then to have no added lay offs - no raises instead. I would have rather that was sorted out behind the scenes and then received the information of the final decision once it was made. It added extra anxiety to an already stressful situation.
- 175 email is the worst! Please make it stop! Really hope the City uses this opportunity to use something better like a private social media channel/platform (ie SLACK/WORKDAY). Not hard to find, almost every major corporation has non-email based communications and collaboration tools.
- 176 Decision making has not been transparent, and often we found ourselves with little resources to deal with new information and decisions.
- 177 flag when HR changes are made to the FAQ, comp and payroll, coding or other processes. Going into each link daily to search for changes and sometimes missing them is not only inefficient time management but also risks us missing something and having an issue that needs to be resolved after the fact and that's even more time consuming. Also being able to get responses that are specific vs generally being referred back to the FAQ or Framework for the closest possible answer vs the one we are dealing with that could have HR/LR implications, although that improved recently as HR got their footing
- 181 There's a lot of information being circulated, however, what I would like to know; what is the plan for the City of Vancouver, on opening up community centres, city parks and libraries? We don't hear much about this, what the plans are to open these areas - I don't think the province has mandated these to be closed, so, what is the plan is for these facilities? We also don't know which City departments are considered 'essential services' and who is working remotely and who is not. I've heard about layoffs, but I don't know which staff and departments are still working.
- 182 There are still many folks without VPN access, therefore unable to access Citywire or city staff pages.
- 186 It's definitely challenging to maintain the same information for such a large organization. City manger direction and information is broader and may not apply to each working group in the same way and the info from the working groups can also vary from supervisor to supervisor or location to location. Written information is probably best versus spoken as info changed a little bit at a time the farther it comes from the source. It can lead to stress and frustration for those directly impacted.
- 191 None come to mind.
- 192 How do the city and the provinces plans to reopen follow the same time line and what are the guidelines.
- 193 Payroll and HR don't appear to know exactly who is working and who is on pay protection.



## ResponseID Response

- 194 With respect to daily COVID-19 updates, perhaps set up a Q&A or FQA page addressing staff's questions and responses thereto. Provide general instructions to staff on how to: (1) raise questions; and (2) check for responses. Perhaps there are some that have questions that have already being raised but the responses missed, for one reason or another, or some that simply feel uncomfortable asking, again, for one reason or another.
- 195 Sadhu can get a bit wordy at times, but I appreciate his sentiments and care.
- 196 I want to know what questions you are asking the provincial health authority and what they are saying. I don't trust that you have not put your own spin on it. I WANT TRANSPARENCY! I DESERVE TRANSPARENCY!!! I want to know that the next time this happens the city will have its shit together and not take forever to make decisions and not constantly change them. I want to know that the next round of covid-19 means I won't have to risk my life and those of my family coming in to work everyday because the city does not have enough resources in place to ensure that those who need to work from home can. MY LIFE IS JUST AS IMPORTANT AS MY COWORKERS'! MY FAMILY'S HEALTH IS JUST AS IMPORTANT!!!!!!
- 200 Some of our colleagues are laid off and their city email is discontinued. They can't check their email and log on to citywire. I'm wondering if all staff emails can be sent to their personal emails.
- 201 --
- 209 Love for the website to be more searchable for specifics - went looking for the CUPE 15 agreement and had to search through individual day updates to find broadcast for the right day to find the specifics of the agreement so I could understand the payment protection for the various staff groups (RFT vs RPT, etc.)
- 210 I don't think there is much else you can do. the fact that we have an outside of the network ability to go get information is important. Perhaps an opt in opportunity for people to receive push notifications via cell phone (city or personal) regarding updates ie. a notice saying an update has been made to the COVID-19 page with a link to the url where the updates are?
- 216 I got only one email from our department GM during the pandemic, and it was about possible layoffs. My reaction was different from when I received Sadhu's email about it because when it comes from the department GM, it implies directly to our department. It made me so anxious for a week and couldn't focus on work until Sadhu's email confirming it won't happen. I would appreciate if she refrains from mentioning potential layoffs unless a firm decision is made.
- 218 One place for information communicated by Sadhu, don't know if that exist
- 223 I'm finding that because I generally do not have that many meetings, there are whole days that go without speaking to anyone and that has been hard.

## ResponseID Response

- 224 Perhaps by adding both Topic Heading AND Staff Heading ....ie. Return to Work: Exempt Staff / Reopening: Park Board: Stanley Park, etc,,,
- 225 Could have included ALL staff in mass emails from the get-go. Information was sorely needed especially after shutdown. Never received any email directly from managers despite having my personal email passed on for inclusion.
- 226 I am happy with it as it is.
- 227 The initial tech gap was difficult. It seemed to expose a kind of a hierarchy, where senior staff were able to safely work from home earlier than junior staff. That hierarchy made things feel less certain, and created an unpleasant feeling that the vulnerability of certain staff is acceptable. I do commend the quick adaptation made by the city to get tech to staff!
- 228 - Some of the first messages were a bit confusing with the emails suggesting staff to use Webex and request VPNs. When at the time I was placing requests for my team and IT was rejecting VPN/Webex requests, because they were maxed out - Some of the emails regarding the upcoming layoffs could have been written in a more thoughtful way. While I understand the need to keep staff informed to explain the challenging financial situation of the organization, it also created lots of anxiety for staff that in the end wasn't necessary as they didn't end up happening. - It also seemed branch managers were informed right after emails with info about staff changes (for example furlough), as they would gather staff immediately after for a debrief. I would prefer to hear first from the branch manager what is happening, than from an email for All staff.
- 230 Emailing with no updates doesn't really help, I doubt many of us need to be in on many of the conversations that are mentioned in the mass emails.
- 232 It is unclear at times what the City departments are doing and what the EOC is doing. Also, it is difficult to know how to best escalate when a decision needs to be made. In times of financial constraints and unprecedented needs, it would help to have more clarity on decision making criteria and what the mandate/role of the City is
- 235 Poor communication to employees from employer - many unknowns that employees have to reach out for. So many uncertainties due to the lack of communication or constantly changing communication. We're told to "stay calm and keep safe" yet our stress levels have gone through the roof! There are also a lot of inequities in positions that have been laid off. Many people working from home are not doing any work because their program (ie Keep Vancouver Spectacular) is not running or shouldn't be running at this time as it doesn't generate any revenue.
- 238 Just being as transparent as possible for any and all changes.
- 242 They are not specific and are not entirely conducive to employees asking questions.
- 243 If there could more HR communication about how pay protection and CERB works. There's lots of questions applying for CERB.

## ResponseID Response

- 244 The information was patchy and did not have all of our answers.
- 254 None come to mind @ this time.
- 256 Communication should be passed on to the staff once management and supervisors have been on the same page and the information is accurate across all boards. The e-mails we receive contradict the action that management has taken. 95% of the time I'm gathering information from my colleague who has to ask their supervisor what the e-mail we received meant. I have not received much direct information from my interim supervisor. This has caused me a lot of stress trying to figure out what the next course of action is by trying to decipher what the communication means. Most confusing part are the daily & multiple e-mails that we receive from Management and the City Manager. These e-mails are a blanket e-mail that goes across all departments but lots of confusion arises because what is communicated in those e-mails don't apply to our department.
- 257 Maybe sending the crew talks by email to who would like to receive it.
- 262 re-organize citywire, which is being done, so all the info that was sent previously can be reviewed
- 263 Remember that engaged employees continue to monitor their emails after receiving layoff notices. This is a stressful time and communication that is contradictory, or only applies to certain staff members does nothing to ease the confusion
- 267 The staff at Carnegie are kept in the loop as the issues arise. Especially the neighbourhood issues that directly effect the staff.
- 268 Tailor updates specifically to each department and how it is impacting the operations. There were insufficient information in regards to the closure of community centres, the activation of emergency shelters, and the leading up to the layoffs that happened. There were insufficient info/lots of confusion on the "next steps" for staff who were laid off - ie. the usage of banked time before lay-off notice, when to apply for CERB, how to get ROE, or info on pension and benefits and how the layoff will have an impact. Most importantly, there was minimal contact from the Leadership Team of the Park Board which made all staff feel like we were in the dark. In total, we only received 1 email from the leadership team and it was only after the announcement of the layoffs of all affected full-time staff. We never heard from Daisy or Malcolm.
- 271 As a manager of staff, it would be good to get a heads-up on HR-related messaging going out through an all-staff email prior.
- 273 -I was hearing things through rumours -I usually heard about things from colleagues - nothing during this ENTIRE process was ever definitive -direction and directives were different depending on which level of management were communicating it -the only thing that was clear was when my PPP started and ended -when information was communicated, there were so many questions that seemed likely to come up, yet an answer wasn't ready

## ResponseID Response

- 274 Too much info- just want one page bullet points and succinct
- 277 I'd like to see more from our direct managers
- 281 Gaps are on the departmental level. How EOC decisions impact the immediate job and how to decimate the information to all stakeholders.
- 284 not all managers have good people skills/or communications skills....at times like these staff are feeling let down by some of the managers.....the pandemic is really showing the true colours of some of these people....
- 285 Really cant think of any at the moment
- 286 Duplication of messaging, is overwhelming. Multiple crew talks with changing information as fast as hours apart is very confusing. Messages being sent out then retracted, all this could be done better and in a calming fashion which helps everyone included on the messaging.
- 287 not sure, current system is working well
- 289 by emailing people.
- 294 I would mention at the end of each e-mail communication that if there is no applicable information to relay, then there will be no update the next day...instead of feeling obligated to write an update
- 297 I think you should get feedback from staff on what is working & inputs on how we should return back to work.
- 298 Official policies are "updated" without highlighting of the changes. It's hard to tell what needs to be done differently, with things moving so quickly changes to OH&S, and other policies should be highlighted.
- 300 KEEP THE INFO SIMPLE!
- 306 lack of information of what the full year may look like although I understand it's fluid, it remains a mystery of what the city is thinking. Also no information about how this affects the capital budget expenditure
- 308 No gaps.
- 311 -Initially there were too many emails from the City Manager -City Manager scaring staff with emails about layoffs (this could have been delivered better via a recorded video) It would be great to get more: -Video updates and less email updates from the City Manager because video captures body language and tone -More emails with photos of staff recognition because a photo would stick better than text only

## ResponseID Response

- 312 Tell us about the steps the City has planned out to align with the different phases that the province has outlined.
- 313 I don't think there are any gaps. I watch/listen to one or more press conferences every day and it's nice to get an update the following day as to where the City stands. Sometimes information or details are not available but the Manager is honest and assures more info is on its way.
- 315 there is no problem
- 317 To increase readability, perhaps consider distilling the City Manager's emails to a shorter form whenever possible. This might be achieved by linking to internal websites for staff who would like more information.
- 321 to many groups having to much input
- 323 Covid posters/information and social distancing stickers/reminders on the floor should be workplace staples, as not all staff has access to computers. We rely too heavily on emails/electronic info, there should be a united front, with the same consistent physical information, across the board - so no matter what department you work in, all offices and lunchrooms have the same information.
- 324 have not experienced any gaps yet
- 325 Too wordy..... too long. Add a section as a recap-summary in point form of important information.
- 328 Staff didn't receive a standard message that we could use in our daily emails. I felt that this message should have been sent out to staff early in the game.
- 329 No comments
- 330 Could be a bit more timely, for example; our supervisor had to have a rushed meeting to let us know about the new furlough days, so didn't have answers to some of our questions.
- 331 I am happy with this
- 334 our office always had two managers but since they've left, our department now has 4 managers, none of which knows what we do or how we do it, yet refuse to work with us, the specialist, and choose to manage in a silo. many foolish errors are causing confusion with our clients.
- 341 I think the city is doing great in communicating.
- 343 There is a lot of email.
- 344 The current communications are fine



## ResponseID Response

- 345 Tone does not always match the message. Don't tell us bad news like it's a good thing. And as above, the layoff announcements were very tone deaf and once the "miracle solution" came out it just seemed like pandering at our expense. I get politics, but staff are not and should not be tools for that.
- 347 Maybe consider letting staff know how often the information will be announced might be helpful (ie. a specific day of the week unless of course the information is urgent)
- 350 Some City info has obviously been inaccurate, such as the posters placed in City offices in March claiming that the virus is only transmitted when someone is clearly sick. Even back then, there was much reputable evidence discussed in the media to suggest it can be spread asymptotically. People in my office were very disappointed the City wasn't using the precautionary principle to protect staff health.
- 353 None I can think of.
- 356 I would like more information about impacts pertaining to me and my department
- 358 More details about the City's plan to re-open.
- 363 Continue to be honest - if we don't know tell us that; if things change rapidly one day and not so much the next keep us posted - we understand that things are unknown and changing daily - just let us know that that is happening
- 367 In some groups I've spoken to they are getting conflicting information from their manager, don't know which website to go to for information, and there are many questions about their benefits.
- 368 lacking transparency regarding intentions, goals and directions application of pay protection was an absolute mess
- 373 I think generally the messaging is quite good. Overall communications with opportunities for staff to ask questions of their supervisors and managers is good. Could be more of an opportunity for staff to submit questions, directly to City Managers for answers in the weekly emails. However I think many questions are getting passed up through managers.
- 377 I do feel at times it was just a bit too much and caused concerns in my team rather than making them feel safe. I recognize balancing volume and content can be challenging and that under communicating can be a bigger issue.
- 381 not all of us can check citywire because we are no longer working on site or laid off. our supervisor emails sadhu's updates for us to our personal emails but we cannot click on the links.
- 385 Some information was provided that didn't apply to all-staff. More information on who it applies to is better; some wording was vague.

## ResponseID Response

- 386 At times as an exempt employee, it has been confusing to know if an announcement is made for all staff or only unionized staff.
- 388 Sometimes too much information, or irrelevant information. Would help to have links to samples of how policies might apply to employees.
- 390 Many of us still do not have VPN access, so sharing resources through Citywire is not helpful. Please include a link or an attachment that does not require a VPN so that we are able to access all the information that is being sent out.
- 392 More detailed information that provides specifics (dates, specific obligations or expectations, etc). For instances, if exempt salaries are cut and the EDO program is 'suspended' (in part), you must be very clear about hours of work, employer expectations and rationale.
- 395 I acknowledge that this is a difficult situation, but the layoff situation was not handled well. When it was proposed that exempt staff would have an across the board 10% pay cut and unionized staff, who are still in operational positions, could have layoffs this seemed to be a very reactionary decision. It did not factor in that some exempt staff don't get payed that much, whereas others do. There was also no clear indication that everything could've been done to avoid layoffs and that it was being done in an equitable manner. Should this situation be required again, please consider the way that you communicate and solicit information from staff and the implementation of actions. For example, those who make \$250,000/year can afford 10% pay cut without much of an impact on their lives, whereas those making \$50,000/year but get layed-off are taking a 45% pay cut for EI, or little over 50% for CERB and go from being able to pay their bills to potentially using a food bank. That doesn't seem particularly equitable, reasonable, or good for morale building or business continuity.
- 396 I feel it's working fine and I'm happy with the information and updates shared.
- 398 With an ever-changing situation, numerous updates are great, but sometimes we've been updated on one topic and then it abruptly changes during the next update. While I realize this is the reality right now, if there are cases where it's known that circumstances may change, perhaps waiting until they resolve themselves further would avoid information 'zig-zagging' so much. In short, try to avoid misunderstandings or confusion as much as possible.
- 400 We need more information for our specific departments/divisions/branches. Especially in March, staff were often verbally given direction that was contrary to the City Manager's emails.
- 405 N/A
- 410 Division or Branch level updates on how updates impact or not planned workplans and connections on emerging work with other departments

## ResponseID Response

- 413 Too much info on specific things. Often multiple emails per day from Nadia Carvalho with good info from good sources but it needs to be pared down to fewer individual emails.
- 418 I didn't like hearing about the exempt furlough from an email, things like that should be delivered face to face or video chat. It has significant impact to us and our lives, I felt as though we didn't matter as people when that occurred.
- 419 having someone from OH&S come into department to go over ppe use and policies specific to duties we are doing in that department
- 421 create a private page for staff on a commonly used social media platform, so information can be given in the same place that questions and discussion can take place for everyone who is in the same situation together
- 424 Quicker turn around on questions where clarity is sought. An example is the work hours with EDO program gone. I think most people don't care about the extra hours and usually work what it takes to get job done and don't count hours - but just wanted clarity. The question was asked a few times and it seemed to take awhile to get a direct straight answer which may have made it into a bigger issue than it needed to be.
- 425 Staff who are Furloughed or on layoff emails to personal email addresses not always accessed. Co-ordinating crew talks and sign-off when crews are working from home or at home layoff or furloughed.
- 426 Id been getting updates or feedbacks regulary
- 429 Not really any gaps
- 432 They are sharing the old things repeatedly
- 435 Gap could be with staff who do not have access to e-mail or who do not work primarily with computers for their day to day work.
- 437 less e-amils
- 443 Would prefer daily updates.
- 445 I think you need some better tools to work with :)
- 451 Sometimes there are items in City Managers email which may need more explanation especially to do with employee issues.
- 456 Our Manager should be informing and updating us as it makes us feel appreciated and part of the team. There are never crew talks for inside workers and this is a critical time to be having them.
- 461 Heard very little from my departments Sr. management

## ResponseID Response

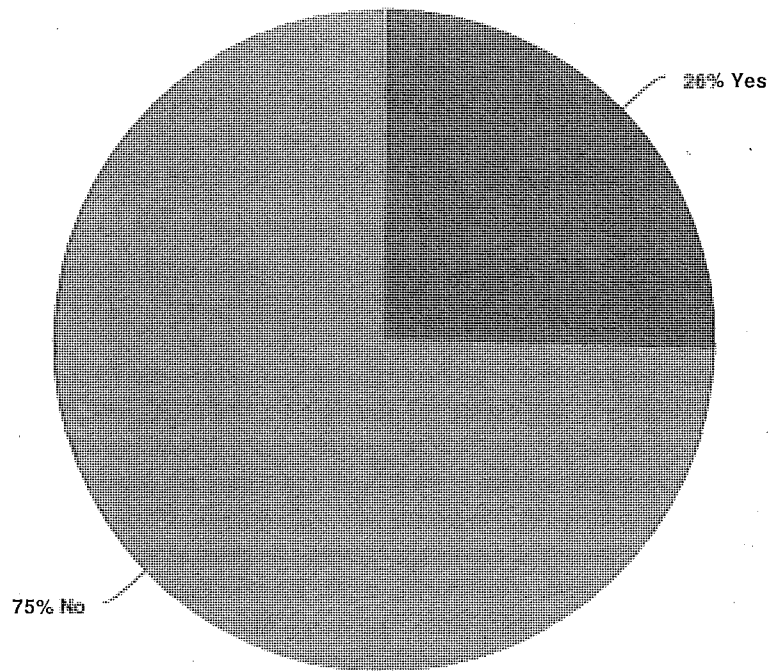
- 463 The email updates have been informative but it is challenging addressing staff city wide as what is happening in one branch is much different than other. I would like to see department specific email updates perhaps biweekly.
- 466 My concern lies with some of the now laid off staff who may not be thinking to check or may not know how to check Citywire or who may not have access to the internet from home. Communications from the City Manager are forwarded to our work emails by the Chief Librarian, but I am aware of many staff who are no longer checking their work email or signing in remotely to access our HUB page so they are not keeping up to date. Perhaps an update attached to the pay statement? or a link attached to the pay statement?
- 471 Connected Leaders meetings are limited to PB10 and above. We have a significant amount of people leaders at PB 8 and 9 also. I know it used to be an issue with meeting space, but given we are meeting virtually now (and should probably continue to do so in the new normal), it would be good to include all people leaders so they are receiving information first hand.
- 472 I find sometimes managers just forward on messages, rather than put the effort in to craft their own or to contextualize things for what it really means for their teams.
- 474 Email to workers without access to citywide.
- 477 I do not feel as though there are any gaps! I think you are doing a fantastic job when it comes to communication. Thank you!
- 478 It would be great to have a regular update at a predictable time each week in addition to any supplementary communications.
- 479 Nothing they have been great.
- 480 None
- 481 Its good.
- 486 Until you have information or decisions have been made, why provide partial ominous information to cause stress and anxiety?
- 487 I don't see any glaring gaps. Initial messaging from leadership in March could have been more clear but it's understandable that it was a day-to-day planning situation.
- 489 Levels of approvals, process for re-opening.
- 492 Tell us a bit more of the plans for the future. There must be some bits of information that can be given out. City manager sometimes too vague and casts a dark shadow over our already gloomy feelings.
- 494 none that i can think of

## ResponseID Response

- 496 Sometimes the emails are really long (because they have to be!). Not sure if there's a way to shorten them and direct ppl to a linked page for more info?
- 497 what do managers need to know as opposed to need to share as opposed to take action
- 499 Sometimes if they are very long there isn't time to go over it all during the work day.
- 501 Need updates/details on "back to work" procedures.
- 503 I am concerned about our younger auxiliary staff from the Parks Board. I am most familiar with the lifeguards, but during the summer months especially, students have been planning on working to be able to pay for school. For many, it is also an important social outlet at a very pivotal time in their lives when they are making important life decisions and navigating growing independence and adulthood. Some staff were away at school when the shut down of Community Centres occurred and they are returning home without knowing what is happening to the job that they were counting on. The staff at Killarney have an informal Whats App group that has been useful at sharing information. I am not sure if there are any plans for some kind of FAQ page for auxiliary PB staff. Also perhaps some kind of sharing of stories for the people who are temporarily laid off? I am going to share the link to the staff survey and encourage them to fill it out so that you can get a better idea of their experience.
- 505 More information specific to each department.



# 11. Do you manage staff?



Value

Percent

Responses

Yes



25.5%

127

No

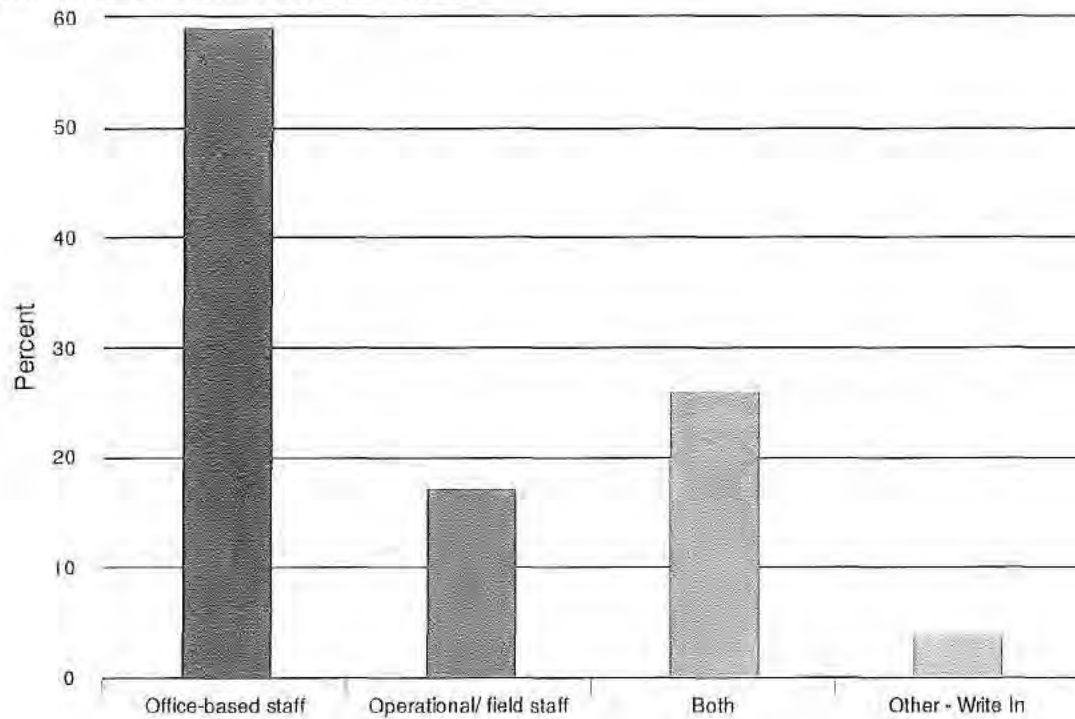






74.5%

371

**Totals: 498**

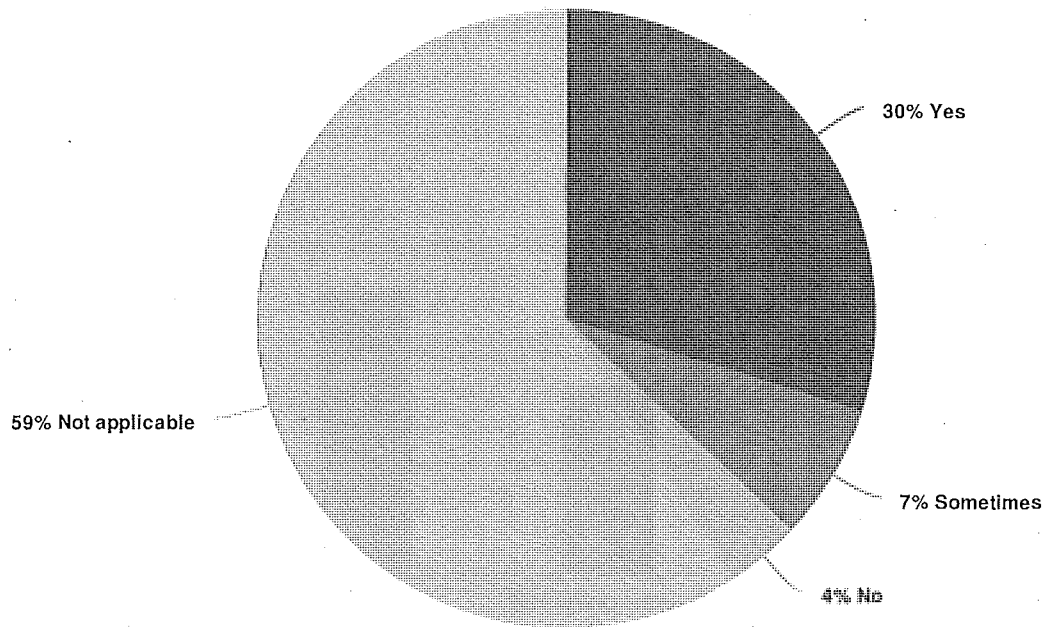
## 12. What type of staff do you manage?



Value		Percent	Responses
Office-based staff		59.1%	75
Operational/ field staff		17.3%	22
Both		26.0%	33
Other - Write In		3.9%	5

Other - Write In	Count
Managers	1
Project teams	1
Working subforeman	1
librarians	1
operational, at other job, not for the city	1
Totals	5

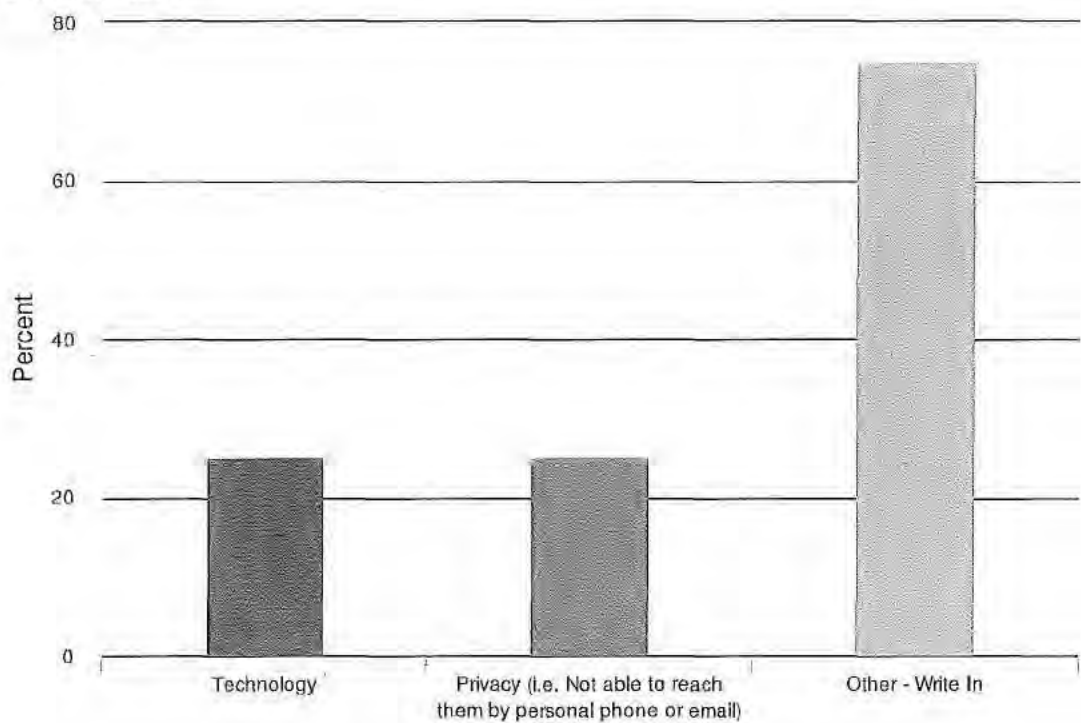
13. Are you regularly sharing all-staff emails with people on your teams who don't have computer access?






Value		Percent	Responses
Yes	<div><div></div></div>	29.9%	38
Sometimes	<div><div></div></div>	7.1%	9
No	<div><div></div></div>	3.9%	5
Not applicable	<div><div></div></div>	59.1%	75

Totals: 127

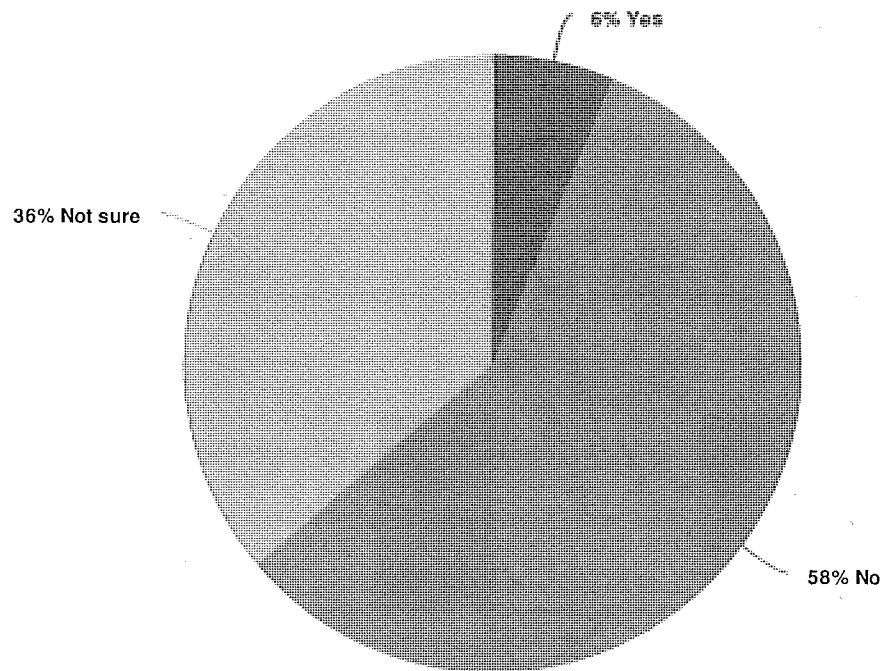
14. Why are you not sharing staff emails with people on your team who don't have computer access?



Value		Percent	Responses
Technology		25.0%	1
Privacy (i.e. Not able to reach them by personal phone or email)		25.0%	1
Other - Write In		75.0%	3

Other - Write In	Count
They are receiving the same updates I am	1
i don't mind doing that if it helps	1
it was not a procedure that was given to us	1
Totals	3

15. Are there additional channels or content that would help you share updates with your staff?



Value		Percent	Responses
Yes	<div><div></div></div>	6.3%	8
No	<div><div></div></div>	57.5%	73
Not sure	<div><div></div></div>	36.2%	46
			Totals: 127



16. What other additional channels or content would help you share updates with your staff?

computer connected employees  
 authenticator auxiliary benefit  
 basic app email  
 attend city accounts difficult  
 access info expired function  
 easier home staff meetings  
 communication check channel  
 forgotten

**ResponseID Response**

1 zoom

175 Youtube style channel?

186 Internal social media accounts may help. Something with a push notification function that staff can sign up for. Many auxiliary staff don't have email access as it's not required of their roles but would benefit from these updates.

263 a site/workgroup specific website that employees can check from home without having to log into the city server, which has been difficult for people who do not normally work from home, and therefore do not have the authenticator app installed and sent up. Likewise, would be difficult for expired or forgotten passwords. An easier to access (without authenticator) basic communication webpage to log into would help

320 Stand up meetings

424 Could Connected Leaders power point presentations be sent out so we can share the info with our staff that don't attend these meetings?

481 Stuff that is on City wire I can nnot email to peopel who do not have City Computer access

17. Is there anything else you would like to share with us?



**ResponseID Response**

1	you are the best team!
15	None
16	More thank yous to support staff generally.
18	Great Job!!
32	Our GM in ACCS has been excellent and super communicative inspite of the tremendous pressure she must be under
42	Keep up the great work!
55	It would be great to understand if/when/how staff will be engaged in imagining how we will work in a post-COVID world. This is a unique opportunity to make systems change. We have so many great facilitators at the City - let's do internal engagement on how we can do better, refocus our work, do more creative pilots and have more ambitious targets.
64	Keep up the great work in informing COV staff. :)
68	Keep doing great - clear communication is paramount during this time and it is appreciated for all the work that is going to keeping the city staff informed! THANK YOU
69	I appreciate the level of communication and the content being shared. The timing and level of transparency is appreciated

## ResponseID Response

- 73 Please make working from home a permanent option for staff. It's so much more productive (fewer interruptions), takes up less office space, reduces commuting trips, etc. etc.
- 84 I'm not sure why office densifications are still actively moving forward at this time. I think open, crowded office spaces are not safe, and the guidance the city uses to design office space should be reviewed moving forward. It was obvious pre-COVID that viruses spread in offices like wild fire.
- 85 Why do we get emails about the financial situation in the COV, balancing budgets, layoffs, etc. when here at my workplace overtime is alive and well....due to less than stellar planning. So continually hearing one thing from the top and yet the message does not seem to resonate in Engineering Fleet Services????
- 94 There is too much information right now, including more emails. Shorter emails = good. What are the key things we need to know. Maybe save extra content and soft language for managers to share verbally with their staff.
- 99 As we start to gradually reopen, let us focus on mental health issues and the need to overcome unseen health problems other than Covid. We have to make sure that we identify essential programs that would assist the public in overcoming depression brought about by the isolation and loneliness that were experienced during the lockdown. It is important to place recreation programs in the forefront of essential activities to be initially restored once reopening becomes feasible.
- 100 While working remotely from home, I appreciate getting the City Manager emails.
- 112 Thank you for the wonderful work!
- 114 No
- 115 :)
- 116 It would be great to get an update on where tele-commuting employees stand. With the new normal will employees be asked to return to the office in the next few months. Worried as public transit and indoor space puts us at a greater risk.
- 117 Furlough days: why not allow people to take all of them as a lump sum (appr. 2 unpaid weeks off) to be able to spend summer time with family? The argument that system would have hard time handling it was not very convincing.
- 122 Keep up the good work!
- 123 I'm pleased with the quality of information provided and how it's being shared
- 130 How about voicing our concerns. How about volunteering to be laid off. No one is being screened coming in to our workplace, anyone can come in !? (and spread their germs) Totally unsafe !?! I DO NOT FEEL SAFE !

## ResponseID Response

- 134 no.
- 135 I look forward to when we get going in the economy and life in general. I'm not in fear.
- 138 It's been very upsetting to be told of layoffs and then have that pulled back after unionized staff organized. I feel 100% like a pawn in a game the City decided to play with the union to push us against our union reps. I am deeply disappointed that "transparency" was invoked to play games with staff. That money was there the whole time and the leadership knew it. This is not something I have heard from anyone in the union, but put this together after the fact. Hints include my branch head encouraging us to "call our union reps" far before union staff were connecting. It's fine if the Mayor wants to get to the media riled up, but making staff part of this has been very upsetting. At this point, I have little trust in City Leadership, my supervisors and my co-workers.
- 139 No
- 144 -
- 150 I think all staff at the City continue to deal with this situation to the best of our ability. We're all just trying to make the best decisions possible with the information we have available, so the communications are appreciated.
- 156 The City continue remote working option at least a few days a week for all staff including admin staff. COVID demonstrates the work that admin does can for the most part be done remotely without loss of productivity. The old days of having admin be on hand at all times are gone. It's like asking for a plumber to be on hand at all times in the office in case the toilet overflows. The odd photocopier jam can be fixed by any staff. The City should demonstrate they are a progressive employer and not just say they are.
- 159 I'm really excited for the next election.
- 167 how many staff have been affected by COVID-19 and in which office
- 172 I think this has been handled really well all things considered, so props to everyone. I have felt very supported by my Manager and team, and all of PDS for that matter. One thing that would be nice would be the ability to bring my sit-stand desk home as with my dual monitor setup.
- 186 Thank you for all your hard work. We don't get enough positive credit for the work we do but we all do great work and everyone from the Mayor to city manager to supervisor to auxillary staff has pitched in their efforts to get us through this.
- 194 Great job managing an unprecedented situation.

## ResponseID Response

- 196 next time be upfront and forthcoming from the beginning. you have seen what is to come in the form of a second wave of covid that may be more or less catastrophic as this current period. DO BETTER! WE DESERVE IT! we work just as hard as you do if not more so since we are the bottom feeders here. its one thing to say you are proud of the work we are doing and a completely different thing to show it. next time managers and higher ups should be made to be in the office. and not work from home. it is unfair to us. it shows that they are more valued than we are when we do all the heavy lifting for the city. I don't want memes, and videos, and daily phone calls from management who are at home and have nothing better to do. and are just making useless contact with their staff to show that they are engaging with their staff. that does not count. if I am expected to be accountable for my work while I still show up every day to the office I should be able to expect the same from management and higher ups. and show your faces more often. make an effort to let us know that you are still in the building and you care about us and that we are all truly in this together. because it sure as hell does not feel like it.
- 200 Sandra Singh has been organizing WebEx meetings and it's been very informative and interactive (using chat boxes to answer questions). I really appreciate her efforts to stay connected and thoughtfulness on our staff.
- 201 Thank you for making these updates a priority.
- 210 I appreciate everyone's efforts to do the right thing. Communicate the right time, strategizing how to communicate and when enough is enough...it's a very tough balance
- 216 I would like to thank IT department for quickly deploying devices for staff to work from home. It really helps our family safety.
- 224 Keep the communication simple - not too dense and as few different topics as possible per communication vehicle
- 227 "Never let a good crisis go to waste"
- 241 No
- 254 Sure, as a building inspector we have ongoing contact with the public, yet I've heard not a thing about inspectors as front line staff...
- 260 WebEx is so 1990s, can we pls Zoom? Too many videos kill the feeds using WebEx.

## ResponseID Response

- 263 The entire redeployment rollout was/continues to be unnecessarily convoluted and stressful. When we applied for our jobs with the City, we all received an orientation that covered emergency events and redeployment. The intention and understanding has always been that we do duties for the City as needed and assigned. In the last 5 weeks, I have had to continually reapply, re-express interest in, re-communicate my availability over and over again. I understood what I was getting into when I decided to work for the City. If there is work that needs to be done, simply assign it based on seniority. If people don't want to do it, lay them off/begin pay protection. The whole constant expressions of interest, constant connection with other supervisors, etc. etc. heavily favoured employees still connected to city email, or those with social connections to leadership, and resulted in very uneven work output from employee groups receiving the same compensation. We all have a clause that says "other duties as required". If there is work to be done, just give it to us - this is not the time to have people jumping through hoops.
- 264 Just that I am super impressed with your team's work during the crisis and their amazingly positive attitudes and excellent advice. I know there have been long hours, lost weekends, days that go past the normal start and stop times and I hope you know what a difference you are making to your colleagues. we are lucky to have this team. Kira and her gang, in particular have been fantastic to work with during this time and are a little blast of sunshine during even the bleakest moments.
- 267 I host an Adm team conference meeting once a week for all (remote and in the office staff). It usually last for an hour and it allows everyone a chance to touch base and confirm workloads are being prioritized and dealt with in a timely matter.
- 268 While the updates from the City Managers Office were very much appreciated, as a Park Board staff, I am disappointed on how the lay offs were handled by the Park Board. It definitely feels like Recreation Services were first on the list to make cuts in order to reduce the overall budget shortfall, without considering any other options first. Worst of all, it was inappropriate to announce in one of the email updates that COV staff no longer need to worry about any further lay offs, after 1800 Park Board employees were impacted. 1800 is not a small number, and these employees took the brunt of lost wages in order for others to continue receiving their salary. That email was hard to take in as someone who received the layoff notice a few days prior. On a Friday evening at 8pm.
- 273 I feel like this entire process was handled very poorly. A lot of staff were working (or still working under PPP timelines), and getting paid the same as those who have been sitting at home at some point since the week of March 16. Are those who were working's health and safety less valuable than those who got to sit at home? The sad thing is that nothing will happen, and those who have been working straight through will not be recognized other than an acknowledgment email.
- 274 Citywide COVID 19 updates page is helpful HR related info has been hrs to decipher and not simplified enough to execute General processes are frustrating such as reduced approval authority and not organization best practice
- 285 NO thanks



## ResponseID Response

- 286 Would have liked to see guidelines sent out that we could attain, one day we have to stop everything as a rule came out in the morning stating that we could only be one per vehicle, there was no support for this ruling and we held back all workers until i fulfilled what we needed for PPE at that time an edit came out stating we could be at the most two per vehicle. This caused a lot of unneeded stress to both the workers and the process (emergency response) as a whole.
- 287 no
- 289 I hope that staff working remotely can work at home until the Corona Virus is fully remove in surrounding areas of Vancouver. You never know there are people who you ride with still sick. I'm very scared and had Asthma which if I get the virus, I'm 100% will not see anymore my family, I hope managers can give us more time to work at home.
- 293 Keep up the good work.
- 304 It has been challenging times...Keep up the good work!
- 308 Appreciate City and Union's efforts to discuss plan/strategy to avoid further layoffs. (I worked for the City previously for almost 20 years as an FTE but was recently hired as a temporary auxiliary employee). I believe this decision has generated good will and a renewal of purpose within our group.
- 309 The transparency of the information provided by Sadhu's emails and information from my manager and was greatly appreciated.
- 315 n/a
- 319 there is an uneven response across the city in terms of response regarding social distance policy.
- 323 Every lunch/staff room should have a COVID related section/board similar to OHS board so employees can quickly reference COVID updates. So if there is a 2nd wave or an outbreak, everyone can reference these boards, along with email/electronic info. Have a volunteer COVID task force to execute this in each building/work area, they could meet monthly/bi-monthly with HR/safety to coordinate messages and verify they have all relevant information. When laid off staff returns they can meet with their area COVID task force, for orientation of how to work within new parameters/changes.
- 328 I appreciate that staff worked diligently to provide laptops & the means for us to work from home.
- 329 Stay safe!
- 330 There is very little information about what exactly the EOC is doing. Where are most of the efforts going towards and why?

## ResponseID Response

331 I know it is challenging, but please think of ways to encourage professional development, and inspire staff... the staff recognitions are good but it seems to be only those who have been assigned a significant task. it would be nice to look forward to something professionally. Thank you for doing this survey and checking in.

334 I'm afraid that next year we will be made to go on strike. I sincerely hope this does not happen.

337 How you will decide which programs will resume.

344 Great work, stay safe

345 I know its hard for all, you guys are doing your best.

347 Yes, thank you!

350 The pandemic has been very stressful for staff, and the frequent email updates from Sadhu discussing the possibility of additional layoffs only added to the stress. I would much rather have one announcement about this if layoffs actually happen, rather than getting staff worried several weeks in advance.

353 No

354 Please just be more concise. I will end up skimming a 500-word email. I feel half the writing is wordy to 'soften a blow' - we can take the information straight up in less words.

360 Although I appreciate the City's transparency, I found the dissemination of information regarding potential lay-offs extremely anxiety creating. I found that these emails gave enough information to create a high level anxiety among my peers, but that management did not have enough information to provide staff to answer questions.

363 No my thanks to all CoV staff at all levels

373 I think this is a tough time, particularly for those at the top of the organization. This is nothing that we have experienced before, but I feel we have strong leadership looking to make sure that the City continues to thrive into the future. These are the roles that often do not hear the thanks for the hard decisions they have to make, but it is greatly appreciated.

381 please have more department specific updates

386 A reduction in the emails from the City Manager positive.

388 No

## ResponseID Response

- 395 I acknowledge that this is a difficult situation, but see the gaps about improving staff communication answer. Essentially a more equitable approach to any difficult employment decisions that factors in higher paid staff taking proportionally higher pay cuts as a percentage of their salary vs lower paid staff would be much appreciated.
- 396 Not at this time. I feel everyone has been doing a fantastic job, under these horrible circumstances.
- 398 Overall, great job and thanks for continually updating the information.
- 401 Good job, team internal comms! :)
- 407 The response to covid and the interim mitigating measures introduced is a unique opportunity for a lessons learned exercise. Management and staff should collectively analyze their business model and try to find opportunities where we can reduce costs (capital and maintenance), improve efficiency in office space management and demonstrate that city is at forefront of creative work environment. There are groups within DBL department where staff have all had hardware and software available to enable remote work, however there was a lack of support for remote work until the pandemic surfaced. There are a variety of benefits available where remote work could benefit both employer and employee, Given the uncertain times ahead and budgeting constraints, we should explore ways in which we can better utilize the existing office space to cater to a new work model.
- 421 thank you for attempting to make this easier
- 424 I think everyone is doing their best in a stressful time. When people (staff and/or public) are critical it may just be their way of reacting to a situation where they have no control when they are used to having control. We need to keep pushing out the message and demonstrating being kind and supporting each other.
- 429 Not really
- 437 overwhelmed with the amount of reading required to keep updated
- 445 You folks are the best! Responsive, creative, friendly, collaborative and so smart!
- 447 Thank you for all your hard work during these times. I understand this must be some of the most challenging times at the City, especially with the tough HR and deficit related decisions that need to be made. It must not be easy, and I know people have been upset, but I believe overall you have done a great job through these challenges. Keep it up!
- 451 Thank you for keeping us informed. Much appreciated.
- 454 if there is some way i can help, just call me
- 456 Be kind! There's not much kindness going around.

## ResponseID Response

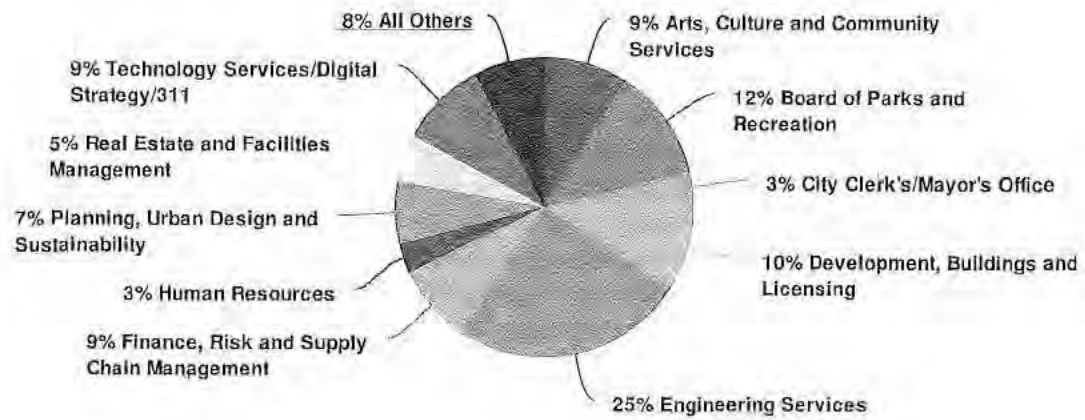
- 457 I think the management of my work place are responding very thoughtfully in providing to their employees the updates from the city manager.
- 468 I think the potential lay-off issue was very poorly handled and caused unnecessary stress for staff. Any heads-up announcements should have been made close to the official announcement with real information. The process amounted to "hey you might get laid off, but I don't have any information for you"; "hey you might get laid off but I still don't have anything to tell you". Then a day or so later, "Surprise, you're not getting laid off after all". It was terrible.
- 471 Deb Gale here....I've been thinking about the Connected Leaders meetings and am planning to discuss with Andrew/Simon, but wanted to put it out there in the meantime.
- 472 The tone, frequency and timing of the messages has been great. the quick and speedy process for getting content up on the site has also been great. Thanks so much for your efforts during such a challenging time. :-) You guys are rockstars!
- 477 Thank you for sending out this survey and for all of your hard work!
- 481 It might have been nice to number the communication so that I know if I am up to date and not missing anything.
- 487 I think most of the organization has done an incredible job, all things considered. That said, we've been lucky with the relative severity of the virus here in BC and I wonder how effective the response would have been if the impacts were of a greater magnitude.
- 489 Best practice sharing across facilities,
- 499 I would like to see a strong push to make sick staff go home. Due to attendance management I've seen people insist on coming to work when they are very ill and then seeing the pattern of transmission make its way to the people around them, some getting sicker than others from that person. This shouldn't be allowed to happen now. Also for offices maybe allow alternate days in/working from home if already set up and possible, for staff in shared work spaces, especially if they have kids. One of my coworkers for eg takes care of 4 children and is frequently saying that one or all of them are sick and that she often catches their illnesses.

## ResponseID Response


















503

I have been fortunate to be redeployed as a Residence Attendant. I am impressed with how quickly services like the Food Hamper were put together and continue to be carried out. It is a challenge to communicate important messages related to their health and safety during COVID-19 because of language differences, literacy challenges, lack of access to television, the internet, cell phones or even newspapers. With the libraries, coffee shops and community centres closed, and no visitors allowed in the buildings, their world has become very small and scary. Many of these people have very negative experiences with many types of Authority in their past. Without understanding that Everyone is following the same mandates from the Health Authority, they view the signs put up all over and restrictions on their lives as challenges to their hard won independence. Several times, tenants have commented that it feels like jail. I have spoken to several staff and pointed out that while this is our place of business and we have clear guidelines that we are following, this is our tenant's Home. In the days to come, what small, inexpensive gestures can we do to recognize and celebrate the sacrifices that they have made and have them feel the connection to community that they have lost? I am sure that there are people within the City who are already working on this. If there is any opportunity to participate in this discussion, I would love to be a part of that.

18. What department do you work in?





Value		Percent	Responses
Arts, Culture and Community Services		9.1%	45
Board of Parks and Recreation		12.1%	60
Business Planning & Project Support		0.6%	3
City Clerk's/Mayor's Office		3.2%	16
City Manager's Office/Internal Audit/VAHA		1.2%	6
Civic Engagement & Communications		1.6%	8
Development, Buildings and Licensing		9.5%	47
Engineering Services		25.4%	126
Finance, Risk and Supply Chain Management		8.5%	42
Human Resources		3.2%	16
Legal Services		0.8%	4
Planning, Urban Design and Sustainability		6.7%	33
Real Estate and Facilities Management		5.2%	26
Technology Services/Digital Strategy/311		9.3%	46
Vancouver Fire and Rescue Services/Emergency Mgmt		1.0%	5
Vancouver Public Library		1.6%	8
Other - Write In		1.0%	5
			<b>Totals: 496</b>

Other - Write In	Count
I work in FRS but support Park Board operations - not sure which to pick for this in terms of communications	1
Prefer not to say	1
work with Engineering Fleet Services	1
<b>Totals</b>	<b>3</b>

**From:** "Williams, Cheryl" <Cheryl.Williams@vancouver.ca>  
**To:** "Park Board GM's Office" <pbgmo@vancouver.ca>  
"Araujo, Sev" <Sev.Araujo@vancouver.ca>  
"Chan, Cheryl" <Cheryl.Chan@vancouver.ca>  
"Chin, Daisy" <daisy.chin@vancouver.ca>  
"Downie, Alex" <alex.downie@vancouver.ca>  
"Gandha, Amit" <Amit.Gandha@vancouver.ca>  
"Iacoe, Sarah" <Sarah.Iacoe@vancouver.ca>  
"Kwok, Steve" <Steve.Kwok@vancouver.ca>  
"Land, Jessica" <jessica.land@vancouver.ca>  
"McDonald, Erica" <Erica.McDonald@vancouver.ca>  
"Mele, Susan" <susan.mele@vancouver.ca>  
"Bromley, Malcolm" <Malcolm.Bromley@vancouver.ca>  
"Fuentes, Sarah" <Sarah.Fuentes@vancouver.ca>  
"Hutch, Dave" <dave.hutch@vancouver.ca>  
"Jackson, Steve" <Steve.Jackson@vancouver.ca>  
"Ulmer, Christine" <Christine.Ulmer@vancouver.ca>  
"Wilton, Shauna" <Shauna.Wilton@vancouver.ca>  
"Peterson, Darren" <darren.peterson@vancouver.ca>  
"Riebe, Josie" <josie.riebe@vancouver.ca>  
"Shearer, Doug" <Doug.Shearer@vancouver.ca>  
"Silva, Octavio" <Octavio.Silva@vancouver.ca>  
"Stewart, Ian" <ian.stewart2@vancouver.ca>  
"Tartaglio, Paul" <Paul.Tartaglio@vancouver.ca>

**Date:** 5/27/2020 4:18:49 PM

**Subject:** RE: PB ELT Monthly e-Meeting (May 2020)

**Attachments:** HR - OD - Resilience for pbelt.pdf

Hi everyone,

Lovely to connect with you today! Attached is a copy of the presentation in case you'd like to refer to it. Let me know if you have any questions or would like to discuss further – happy to support however I can.

Thanks!

Cheryl

-----Original Appointment-----

**From:** Park Board GM's Office

**Sent:** Tuesday, May 12, 2020 5:56 PM

**To:** Park Board GM's Office; Araujo, Sev; Chan, Cheryl; Chin, Daisy; Downie, Alex; Gandha, Amit; Iacoe, Sarah; Kwok, Steve; Land, Jessica; McDonald, Erica; Mele, Susan; Bromley, Malcolm; Fuentes, Sarah; Hutch, Dave; Jackson, Steve; Ulmer, Christine; Wilton, Shauna; Peterson, Darren; Riebe, Josie; Shearer, Doug; Silva, Octavio; Stewart, Ian; Tartaglio, Paul; Williams, Cheryl

**Subject:** PB ELT Monthly e-Meeting (May 2020)

**When:** Wednesday, May 27, 2020 11:00 AM-12:00 PM (UTC-08:00) Pacific Time (US & Canada).

**Where:** Webex / Park Board - Board Room

Hello PBELTers! We are shortening this meeting to 1 hour as it will now be preceded by an SLT meeting. As the webex meeting will be locked until SLT is done, you will need to connect via your computer to be placed in the meeting e-lobby. If you need Webex assistance, please let us know in advance. Also, when first connecting to the meeting, please replace your user ID with your full name.

## PB Extended Leadership Team Webex Meeting

Meeting number (access code): s.15(1)(l)

Join meeting

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Access code: s.15(1)(l)

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Meeting Coordinator: Kelsey Birtch

Webex Meeting Host: Cheryl Chan



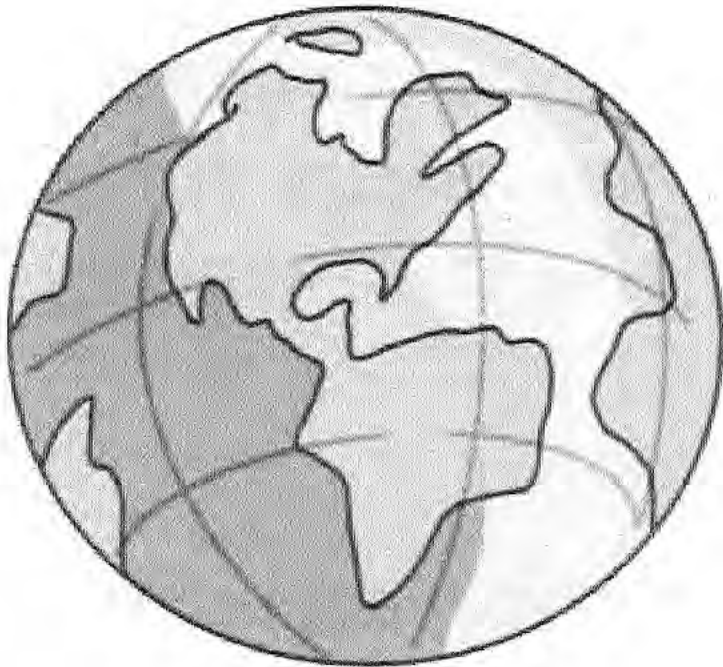
# **Resilience for Leaders**

## **This session:**

- An opportunity to learn about personal resilience, reflect on your own practices, suggest some tips and tricks, and check in as a group about what you might need going forward.



# What is going on in the world?



**V**olatile  
**U**ncertain  
**C**omplex  
**A**mbiguous

In today's context - it is VUCA intensified



# What is Resilience?

Resilience is the ability to **prepare, recover** and **adapt** in the face of stress, adversity or challenge

*“Resilience is not a trait that people either have or do not have. It involves behaviours, thoughts and actions that can be learned and developed in anyone.”*



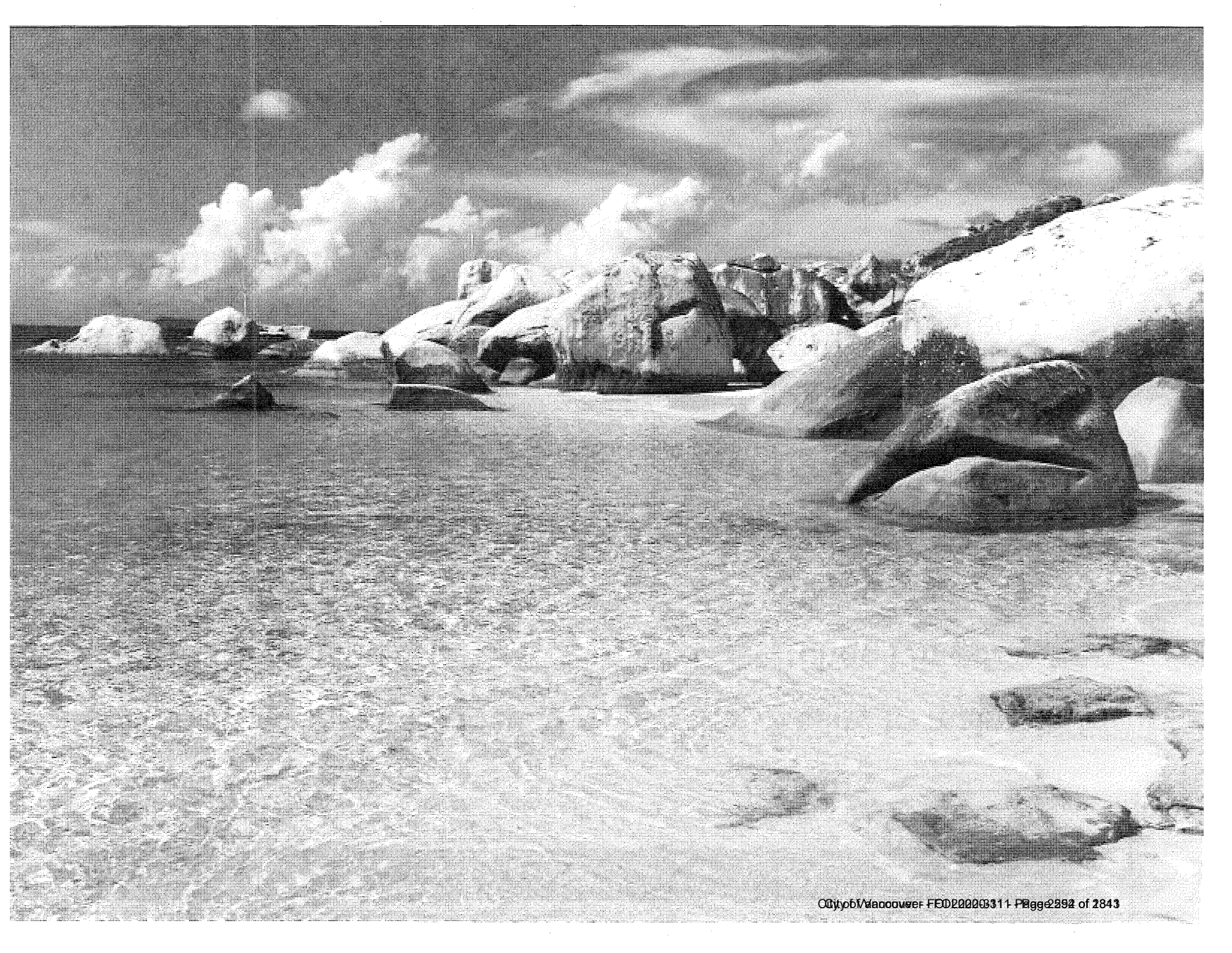
## Low Resilience

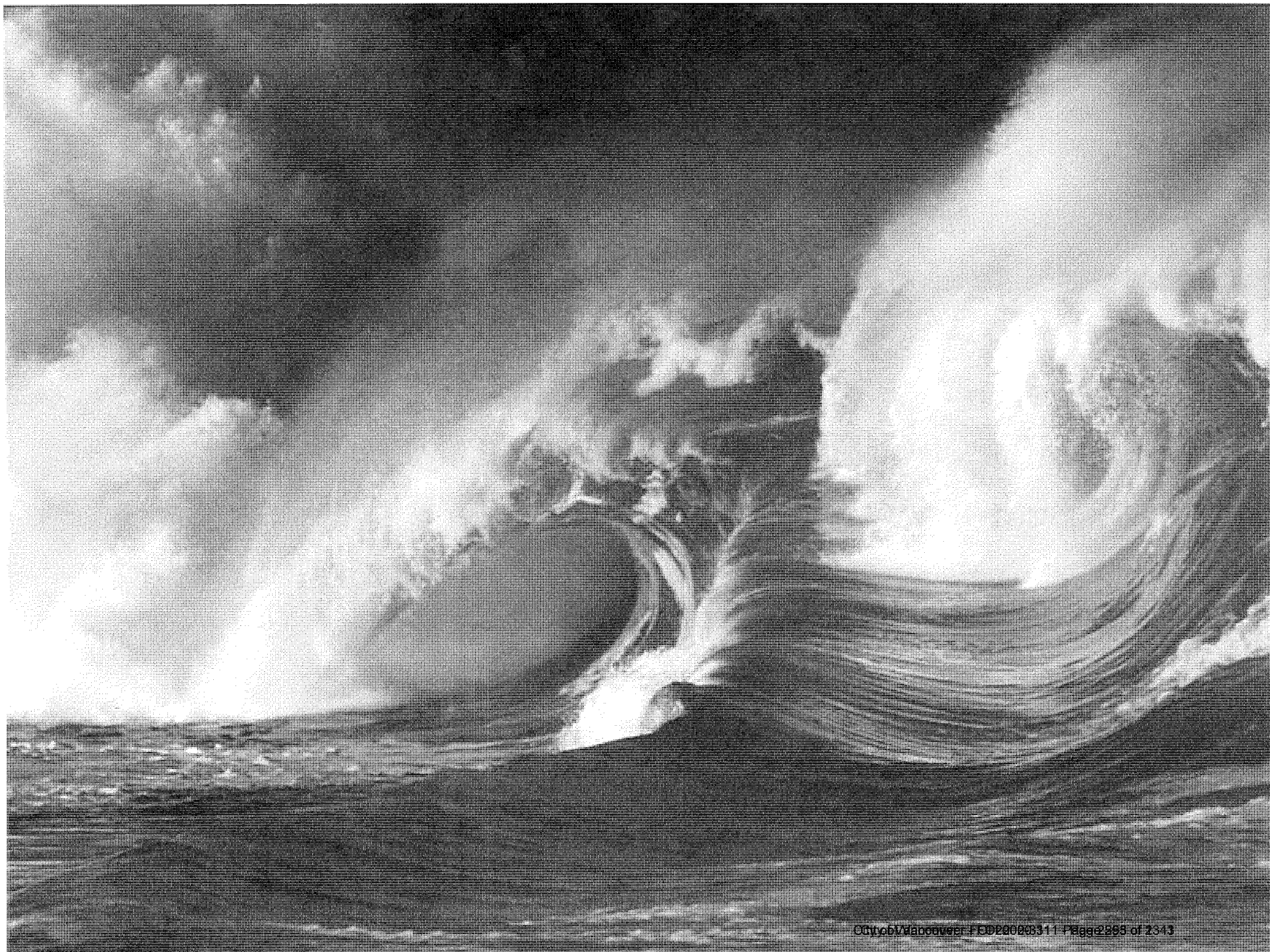
## High Resilience

- Anxious
- Inability to maintain focus
- Overactive mind
- Lack of energy
- Focused on the past or future
- Fretful
- Irritable
- Reactive
- Judgemental
- Critical
- Negative

- Calm
- Ability to maintain focus
- Tranquil mind
- Energy
- In the present moment
- No fretting
- Mellow
- Even-tempered
- Curious
- Empathetic
- Positive









# What impacts your ability to be resilient?





# The 4 Dimensions of Resilience



Physical



Mental



Emotional



Spiritual

**Balance in Life**



**Which pillar do you need to pay attention to?**



**Physical**



**Mental**



**Emotional**

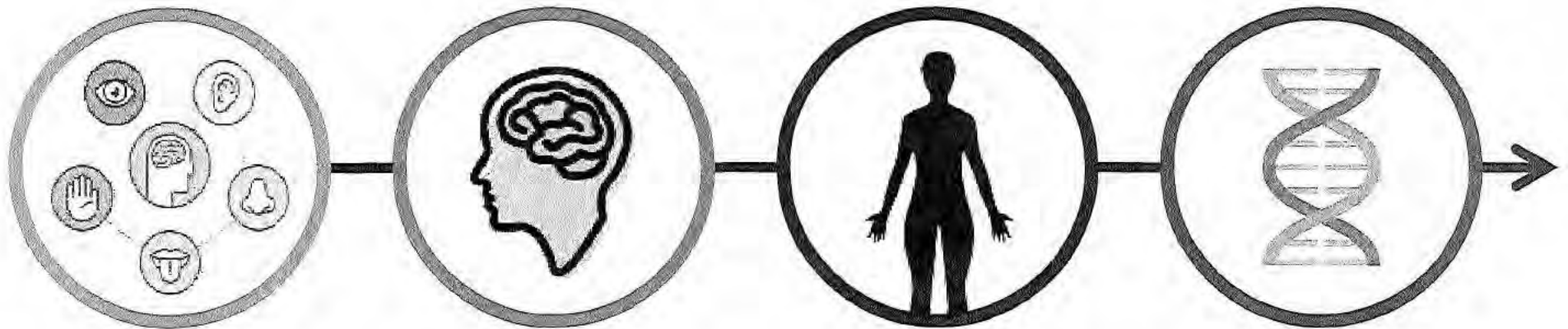


**Spiritual**

Resilience is impacted by your brain's  
ability to effectively manage  
**STRESS**



# How does the brain process stress?



## STAGE 1

Stimuli from one or more of the five senses are sent to the brain

## STAGE 2

The brain deciphers the stimulus as either a threat or non-threat

## STAGE 3

The body stay activated or aroused until the threat is over

## STAGE 4

The body returns to homeostasis, a stage or physiological calmness, once threat is gone



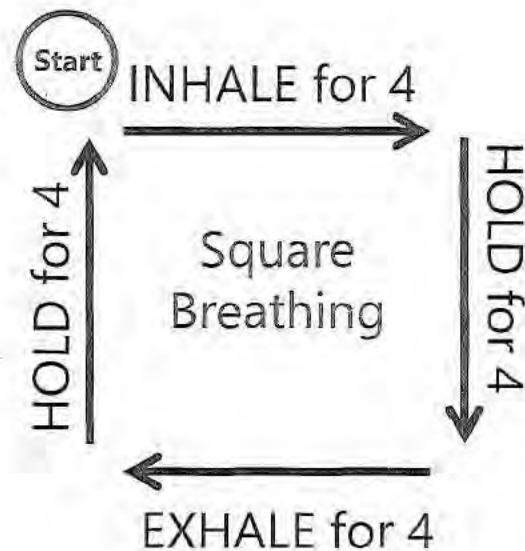
# Reaction to Response

- When we are triggered, we operate from our Limbic system
  - Limbic system has "poor resolution" and finds connections that aren't really there
  - Body responds as though things are a threat – increase in cortisol and adrenaline
- We want to get better at noticing the response we are having, so we can pause and make a different choice as to how we are going to respond



# Focused Breathing

- Take a few deep breaths
  - Even a couple deep breaths has been shown to physically calm your body and calm your limbic system, lower blood pressure
- Use a breathing exercise or pattern
  - Count one – inhale; Count two - exhale
  - Square breathing



# Certainty and Resilience

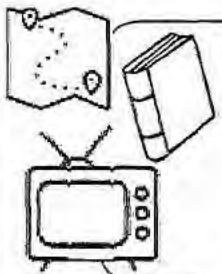
- Brains crave certainty – often prematurely look for an ending
- In times of uncertainty we aren't as productive as usual (brains are busy searching for certainty, can't focus entirely on tasks)
- Being comfortable with uncertainty is a muscle we can stretch and strengthen





# Resilience Strategies

- Create certainty buckets
  - Think of a scale you are trying to balance – 'things I do know,' 'things I don't know'
  - Add more content into 'things I know'

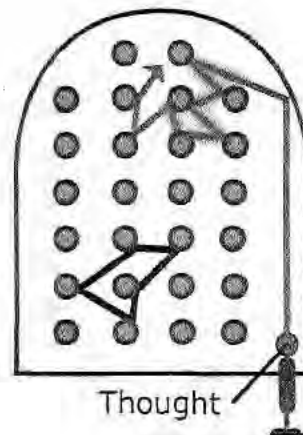


- read an old favourite book
- re-watch a movie
- go on a walk of a familiar path
- plan your meals ahead of time
- add routine where you can

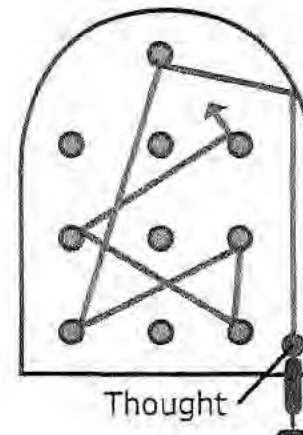


# Intentional Downtime and your Brain

- Brains need some “downtime” (diffuse thinking) to properly consolidate new information and turn it into something more permanent
- Mind-wandering can foster productivity in long term
- We need both focused and diffuse thinking to manage complexity



**Focused**

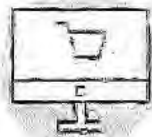


**Diffuse**

# Numbing



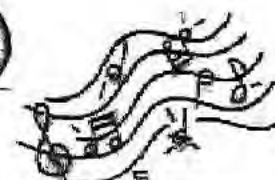
- Ways we take the edge off emotional pain
- What do you do to "numb"?



# vs Nurturing



- Behaviors that serve our well-being and allow for diffuse thinking
- What truly brings comfort?





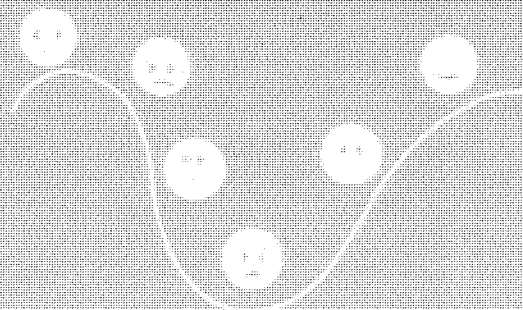
# Resilience Tips

- Establish a routine
- Set boundaries
- Manage distractions
- Take breaks to allow for diffuse thinking time (even if they are micro!)
- Establish after work ritual to end your day
- Keep a journal to notice how things change over time



try this tip

SHARE HOW YOU ARE FEELING

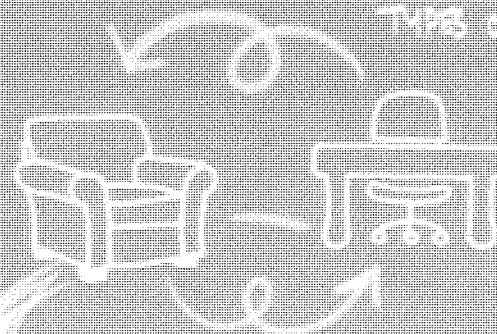


Notice

Am I feeling anything or do I always experience?

try this tip: MOVE AROUND-CHANGE YOUR

ENVIRONMENT FOR DIFFERENT  
TYPES OF WORK



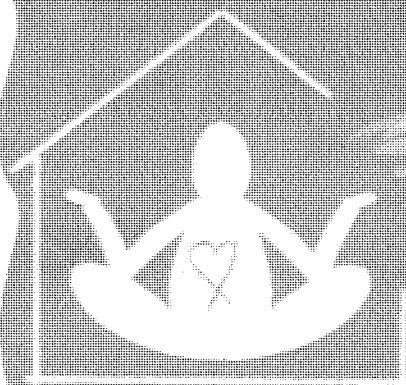
Notice

Am I feeling  
or Am I adapting to my new work environment?

try this tip

BE CALM BE KIND BE SAFE

~Dr. Bonnie Henry



Notice

What is my expression of  
Dr. Henry's wise advice?



# Reflection

- What is something you want to start doing today to increase your resilience?
- What is something you want to stop doing?
- What is something you want to continue doing?

**From:** "Teoli, Geoff" <Geoff.Teoli@vancouver.ca>  
**To:** "Silva, Octavio" <Octavio.Silva@vancouver.ca>  
"Greer, John" <John.greer@vancouver.ca>  
"Robertson, Chris" <chris.robertson@vancouver.ca>  
"Hsu, Paul" <paul.hsu@vancouver.ca>  
"Wittgens, Margaret" <Margaret.Wittgens@vancouver.ca>  
**CC:** "LaClaire, Lon" <lon.laclaire@vancouver.ca>  
"Bromley, Malcolm" <Malcolm.Bromley@vancouver.ca>  
"Levitt, Karen" <karen.levitt@vancouver.ca>  
"Kelley, Gil" <Gil.Kelley@vancouver.ca>  
"Hirji, Karim" <Karim.Hirji@vancouver.ca>  
**Date:** 5/28/2020 10:01:59 AM  
**Subject:** Memo to M&C - Motion Picture Leadership Group

Hello Internal Members of the Motion Picture Leadership Group (MPLG),

I am sending you all a quick note to let you know that a memo is being sent today to Mayor & Council to let them know about some of the proposed changes at the Film & Special Events Branch; most importantly regarding a new fee structure, a new online application processes [POSSE], and a clean energy incentive that aligns with a Council motion to help the industry get off generators.

The information provided in the memo is consistent with what has been discussed with external stakeholders from industry at meetings of the MPLG in late 2019 and early 2020.

Once the memo has had a chance to circulate through Mayor and Council, we will present the proposed changes to the industry at large in a virtual town hall. While industry leaders have expressed enthusiastic supportive of the changes, this at large engagement will allow us to make sure we haven't missed anything; particularly with a focus on confirming assumption that these changes will be perceived as positive in a COVID recovery context.

I am available to discuss further if needed.

Geoff

Geoff Teoli | Branch Manager, Film & Special Events

Engineering | City of Vancouver

geoff.teoli@vancouver.ca

Direct: 604-257-8841

Mobile: 5 15(1)(0)

Audio Conference: 5 15(1)(0)

website VanConnect twitter facebook Talk Vancouver LinkedIn Instagram 3-1-1



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**From:** "Duvochel, Eric" <Eric.Duvochel@vancouver.ca>  
**To:** "Kelley, Gil" <Gil.Kelley@vancouver.ca>  
"Greenberg, Jeff" <jeff.greenberg@vancouver.ca>  
"Adcock, Jessie" <Jessie.Adcock@vancouver.ca>  
"Johnston, Sadhu" <Sadhu.Johnston@vancouver.ca>  
"Mochrie, Paul" <Paul.Mochrie@vancouver.ca>  
"LaClaire, Lon" <lon.laclaire@vancouver.ca>  
"Mulji, Karima" <karima.mulji@vancouver.ca>  
"Wong, Donny" <donny.wong@vancouver.ca>  
"Kassam, Nick" <Nick.Kassam@vancouver.ca>  
"Connell, Francie" <francie.connell@vancouver.ca>  
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"Wilton, Shauna" <Shauna.Wilton@vancouver.ca>  
"Tsang-Trinaistich, Templar" <Templar.Tsang-Trinaistich@vancouver.ca>  
"O'Donnell, Theresa" <Theresa.O'Donnell@vancouver.ca>  
"Lee, Darren" <Darren.Lee@vancouver.ca>  
"Greer, John" <john.greer@vancouver.ca>  
"Hutch, Dave" <dave.hutch@vancouver.ca>  
**Date:** 5/28/2020 9:25:20 PM  
**Subject:** Agenda - May 29th Oakridge Steering Committee  
**Attachments:** Agenda - Oakridge Steering Committee - May 29 2020.pdf

Good evening all,

You will find attached a proposed agenda for tomorrow's Oakridge Steering Committee.

Kind regards,

Eric

**Eric Duvochel**

Acting Associate Director, Strategic Business Advisory | **City of Vancouver**

**email** eric.duvochel@vancouver.ca | **telephone** 604.673.8232 | **cell** 5.15(1)(1)

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-----Original Appointment-----

**From:** Kelley, Gil

**Sent:** Tuesday, May 26, 2020 3:06 PM

**To:** Kelley, Gil; Greenberg, Jeff; Duvochel, Eric; Adcock, Jessie; Johnston, Sadhu; Mochrie, Paul; LaClaire, Lon; Mulji, Karima; Wong, Donny; Kassam, Nick; Connell, Francie; Bromley, Malcolm; Wilton, Shauna; Tsang-Trinaistich, Templar; O'Donnell, Theresa

**Cc:** Hutch, Dave

**Subject:** FW: Oakridge Steering Committee

**When:** Friday, May 29, 2020 2:00 PM-3:00 PM (UTC-08:00) Pacific Time (US & Canada).

**Where:** WebEx

Adding Jeff Greenberg and Eric Duvochel.

-----Original Appointment-----



**From:** Kelley, Gil

**Sent:** Thursday, May 21, 2020 2:26 PM

**To:** Kelley, Gil; Adcock, Jessie; Johnston, Sadhu; Mochrie, Paul; LaClaire, Lon; Mulji, Karima; Wong, Donny; Kassam, Nick; Connell, Francie; Bromley, Malcolm; Wilton, Shauna; Tsang-Trinaistich, Templar; O'Donnell, Theresa

**Cc:** Hutch, Dave

**Subject:** Oakridge Steering Committee

**When:** Friday, May 29, 2020 2:00 PM-3:00 PM (UTC-08:00) Pacific Time (US & Canada).

**Where:** WebEx

Sadhu & Templar are alternate hosts.

Attendees:

Sadhu J

Paul M

Jessie A

Gil K

Lon L

Nick K

Francie C

Malcolm B.

-- Do not delete or change any of the following text. --

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## Meeting Agenda

Oakridge Steering Committee

May 29, 2020 (2pm-3pm)  
Webex

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### Agenda:

1. Introduction: Participants, Context and Objectives
2. Review proposed City's response to June 9<sup>th</sup> due date for DP/BP issuance & progress on related Groundwater Management Issue resolution  
→ **Seek feedback on current direction**
3. Review staff's analysis of Oakridge "Reset" Plan and proposed City's response  
→ **Seek directions on City's position & proposed next steps**
4. Review proposed project structure  
→ **Seek feedback on proposed structure**