

File No.: 04-1000-20-2025-379

August 1, 2025

s.22(1)

Dear s.22(1)

Re: **Request for Access to Records under the Freedom of Information and Protection of Privacy Act (the "Act")**

I am responding to your request of June 18, 2025 under the *Freedom of Information and Protection of Privacy Act* for:

Records in relation to City Manager's update on the Flexible Work Program on May 28, 2025:

1. Findings and recommendations made by the Flexible Work Program team from 2020 to 2025 upon which this decision was influenced, including who and which teams received or contributed to those findings and recommendations; and
2. Rationale and considerations behind the changes to the Flexible Work Program that were announced on May 28, 2025, including any comparisons or learnings from other organizations and any consultations with and feedback from City employees or teams.

Date range: January 1, 2019 to June 17, 2025.

All responsive records are attached. Some information in the records has been severed (blacked out) under s.13(1) and s.15(1)(l) of the Act. You can read or download these sections here: http://www.bclaws.ca/EPLibraries/bclaws_new/document/ID/freeside/96165_00.

Under Part 5 of the Act, you may ask the Information & Privacy Commissioner to review any matter related to the City's response to your FOI request by writing to: Office of the Information & Privacy Commissioner, info@oipc.bc.ca or by phoning 250-387-5629.

If you request a review, please provide the Commissioner's office with: 1) the request number (2025-379); 2) a copy of this letter; 3) a copy of your original request; and 4) detailed reasons why you are seeking the review.

Yours truly,

[Signed by Cobi Falconer]

Cobi Falconer, MAS, MLIS, CIPP/C
Director, Access to Information & Privacy

If you have any questions, please email us at foi@vancouver.ca and we will respond to you as soon as possible. You may also contact 3-1-1 (604-873-7000) if you require accommodation or do not have access to email.

Encl. (Response Package)

:dl

From: "Rana, Preet" <Preet.Rana@vancouver.ca>
To: "Mochrie, Paul" <Paul.Mochrie@vancouver.ca>
CC: "Naklicki, Andrew" <andrew.naklicki@vancouver.ca>
"Goldsmith, Simon" <Simon.Goldsmith@vancouver.ca>
"Goddard, Sue" <Sue.Goddard@vancouver.ca>
"Mackey-Murdock, Jeff" <Jeff.Mackey-Murdock@vancouver.ca>
Date: 1/27/2025 5:31:56 PM
Subject: Flexible Work - CLT January 30 - PowerPoint Presentation
Attachments: Flexible Work Program January 30, 2025.pptx

Hello Paul,

I hope you're doing well.

As mentioned in my previous email, the flexible work team will be presenting to CLT on January 30 to discuss our findings, considerations and next steps. Please see the attached slide deck we've prepared for the presentation. I'd like to offer you the opportunity to provide any input or feedback before we share it with the broader leadership team.

I would kindly like to request that any feedback that you may have, be sent by tomorrow evening. I understand Teresa requires the final version by Wednesday, to distribute to CLT.

Many thanks,

Preet Rana | Project Lead
Email: Preet.Rana@vancouver.ca
Telephone: s.15(1)(l)



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

This email is intended solely for the use of the individual or entity named above and contains information which is PRIVILEGED and CONFIDENTIAL. Any use of this communication by an unintended recipient is strictly prohibited. If you are not the intended recipient, please notify us by telephone and destroy this email.



Flexible Work

January 30, 2025

Confidential – not intended for
distribution

Objectives

What do we need to accomplish today?



- **Summarize review of Flexible Work Program**
- **Review future opportunities for flexible work**



- **Secure agreement & approval for direction on flexible work program changes**
- **Next steps / Implementation schedule**

Program Timeline

The City has now been operating with a Flexible Work Program for ~3 years

Official Launch 2021



1. Program Launch*
2. Role Profiles Created
3. Graduated Return to Office
4. City, Department & Team Standards created

Support & Build 2022



1. Program Guidelines Updated
2. Training Support Expanded
3. Remote Workbook Changes
4. Flexible Work Committee (FWC) established
5. 1st Program Survey

Program Monitoring



1. Realized Space Savings
2. Talent/Recruitment asset
3. FWC monitor and support operating departments.

Program Review 2024



1. 2nd Program Survey
2. Updated Jurisdictional scan
3. Department Engagement Sessions

*Program based of pre-existing flexible work program pilot

Origins of Data



Flexible Work Survey

Approximately 3200 employees work remotely.



Leadership Engagement Sessions

6 department engagement sessions



Flexible Work Committee

Comprised of HR, Technology Services, REFM, FRS, Equity and 2 operations department leads.

Benefits Realized



Cost Savings

\$2 million/annum and the elimination of ~50,000 sq ft. of office lease space.



Talent Strategy

Program cited by stakeholders as an asset for talent acquisition & retention.



Technology-Driven Collaboration

Easier to collaborate cross-departmental – primarily MS Teams enabled, maintaining productivity without physical presence.



Equity

Supports employees with caregiving responsibilities, disabilities, and other personal needs, ensuring an inclusive and accessible work environment for all.



Defined Standards

Tiered Program Standards at City, Department & Team levels allow for operational flexibility while maintaining high service standards.



Balance

Personal and professional lives more easily.

Issues and Opportunities

1. Non-compliance of the Flexible Work Program standards.
2. Staff have expressed concerns about live access to managers. Managers express concern about access and availability of staff.
3. Cross-departmental coordination challenges where Flexible Work Program standards not aligned.
4. Organizationally, many departments continue to try to identify how best to measure productivity.



Flexible Work Survey Results & Themes from Leadership Engagement and FWC

What We Heard



Total Respondents

57.8% of the staff participating in program responded to the survey.
(1850 out of 3200)
24% increase



Checking In and Out

86.7% shared their team has a process for checking in and out.
(1389 total)
8.6% increase



Remote Workbooks

95% of respondents have completed the remote workbook.
(1526 total)
1% decrease



Leadership

25.2% of respondents were managers/supervisors (463 total)
2% decrease



Currents

79.0% of the respondents have visited the Flexible Work Program on Currents.
(1267 total)
22.5% increase



Remote Work Policy

97.9% of respondents shared they have read the City's Remote Work Policy.
(1572 total)
1% increase

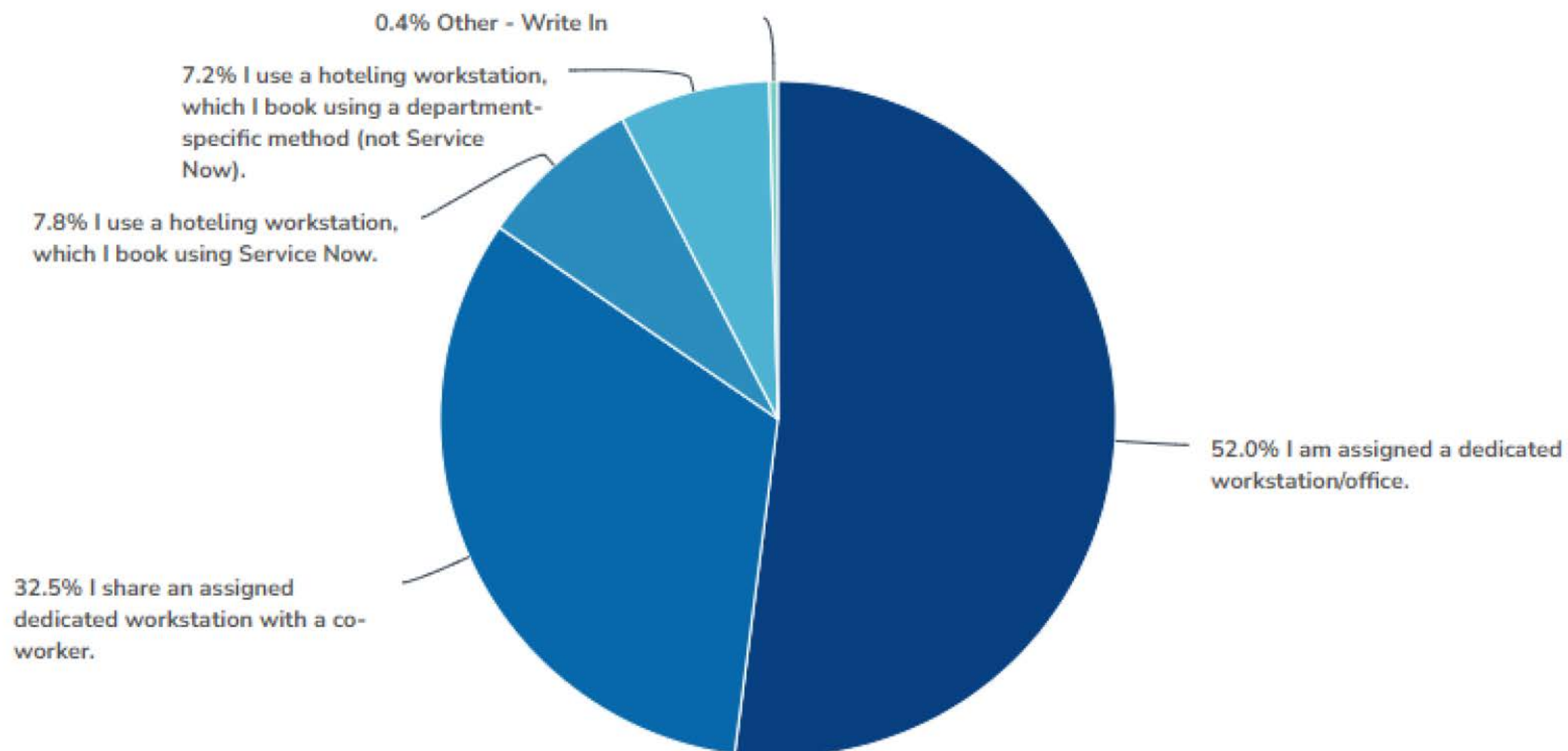
Days regularly worked from a City worksite

| 2024 | 2022 | Days Working in the Office |
|-------|-------|----------------------------------|
| 31.8% | 30.8% | 1 day a week at a City worksite |
| 42.5% | 42.4% | 2 days a week at a City Worksite |
| 18.3% | 18.2% | 3 days a week at a City Worksite |
| 6.4% | 6.8% | 4 days a week at a City Worksite |
| 1% | 1.8% | 5 days a week at a City Worksite |

| All Employees: Please indicate the extent to which you agree or disagree with the following statements: | 2024 1619 responses Agree only | 2022 1211 responses Agree only |
|---------------------------------------------------------------------------------------------------------|--------------------------------------|--------------------------------------|
| Our team makes use of the City's online meeting platform (MS Teams) for hybrid meetings . | 94.9% | 91.2% |
| My teammates and team leaders are responsive when I need them for urgent matters . | 93.5% | 89.9% |
| It is easy to collaborate or brainstorm with my co-workers. | 85.3% | 75.8% |
| I am able to adhere to a regular daily work schedule when working remotely. | 96.3% | 94.0% |

| All Employees: Please indicate the extent to which you agree or disagree with the following statements: | 2024 1619 responses Agree only | 2022 1211 responses Agree only |
|-------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|--------------------------------------|
| I am more productive at my remote work location than I am at my City worksite. | 69.0% | 65.4% |
| The work expectations and goals for my job are clear. | 87.7% | 83.3% |
| The option of remote work is a factor in my choice to take a position OR to continue working for the City of Vancouver | 84.1% | 81.4% |

Working space when working at a City worksite



| Manager's Response Please indicate the extent to which you agree or disagree with the following statements: | 2024 457 responses | 2022 391 responses |
|--------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|--------------------------|
| I value "in office" days as opportunities for team building | 63.3% | 63.2% |
| I have stronger personal relationships with team members who are more often at the City worksite . | 28.8% | 28.7% |
| The City's instant messaging and meeting platforms (i.e. MS Teams) are suitable for my team's remote work requirement. | 83% | 71.4% |
| Team members are more productive when working remotely than they were prior to the introduction of the Flexible Work Program. | 38.1% | 34.5% |
| I understand the options and support available to me as a manager if remote work is not a fit for a direct report. | 48.6% | 40.5% |
| I regularly check-in with direct reports for feedback on remote work. | 42.9% | 48.8% |
| There are challenges with flexible work in my team because of lack of alignment with other teams at the City with whom we regularly work. | 11.6% | 12.3% |
| The Flexible Work Program will result in our team officially reducing our office space. | 36.5% | 27.4% |

In-person meetings

| How often do you typically meet in-person with your manager? | How often do you have in-person team meetings each month? | How often do you meet with your staff for an in-person meeting? |
|--------------------------------------------------------------|-----------------------------------------------------------|-----------------------------------------------------------------|
| All respondents | All respondents | Managers' Response |
| Multiple times a week 21.4% | Multiple times a week 13.1% | Multiple times a week 24.9% |
| Once a week 42.6% | Once a week 29.4% | Once a week 41.6% |
| Once every 2 weeks 16.2% | Once every 2 weeks 22.7% | Once every 2 weeks 16% |
| Once a month 10% | Once a month 22.1% | Once a month 8.2% |
| Other 9.7% | Other 12.7% | Other 9.3% |

Themes – Survey

- Certain tasks are more easily accomplished at home. There are fewer distractions and less noise, allowing for better focus. This balance between focused work and in office team collaboration results in higher morale, increased job satisfaction, and an improved work-life balance.
- Flexible work arrangements have had a positive impact by making it easier for individuals with disabilities or health conditions to fully participate in the workforce.
- The program has made it easier for individuals with varying personal responsibilities, commuting challenges, or accessibility needs to succeed in their roles. It has created opportunities for a more diverse group of people to contribute effectively.
- Remote work can lead to isolation and reduce team cohesion, as varying in-office schedules make it more difficult for team members and external colleagues to connect regularly.

Themes – Leadership Engagements

- Flexible work is extremely supportive of equity (e.g. access, costs of commuting, etc.)
- Perceived inequities arise when departments have different requirements for in-office days, and the rationale behind these differences isn't clear.
- Changing to intentional office days, where in-person meetings and/or collaboration time with the team is scheduled, has been well received.
- Employees are resistant when managers require changes to their flexible work days.
- In some cases hybrid work has exacerbated the City's meeting heavy culture (i.e. more meetings with less time between meetings).
- It is challenging to manage in-office coverage for sick days, vacations and operational needs.
- Inconsistent commuting standards – not half days/commuting during work time.

Themes Heard – Flexible Work Committee

- Excellent balance between strong team connectivity and the ability to focus when working from home.
- Essential that any changes to the program are explained and supported with effective messaging based on the survey results and input from leadership.
- Ongoing need to balance support for roles that cannot participate in hybrid work.
- Where some employees may be taking advantage of the program's flexibility or not complying with program standards, managers should address these performance issues individually and directly. Concern was raised that making wholesale changes to the program based on these situations may serve to affect the flexibility and engagement for motivated, high-performing employees.
- Departments have either downsized their real estate footprint or grown as a team while maintaining their current space. Changes to in-office days should be assessed, as some areas may need to acquire additional office space to meet new in-office requirements.

Jurisdictional Scan

| Municipality | Confidential Response |
|-----------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| West Vancouver | Shifting back to more in-office is the general trend, however, nothing formalized. |
| White Rock | Up to 2 days per week working remotely. |
| Metro Vancouver | Work remotely up to 3 days a week, 2 days per week in office. Management needs to be in the office 3 days per week. Divisions managers are required to be in office 4 days a week. |
| Coquitlam | Based on service model, varies with department. For example: IT – 4 days remote, others may be 1 day remote. |
| Langley | Don't anticipate going higher than 2 days per week remote. Amid formulizing. |
| Langley (Township) | Maximum 3 days per week remote. |
| North Vancouver (District) | Up to 50% remote work. Management are in the office full time. |
| Richmond | Unionized employees must report 3 days per week. Exempt required to be in 4 days a week. |
| North Vancouver (City) | Interim policy. Maximum of 3 days at home. IT and Digital is primarily remote. |
| SFU | 5 days bi-weekly. Reviewed by work personas. |
| Federal Government | 3 days a week in office |
| Provincial Government | Working remotely more than 2 days a week requires assistance deputy minister's written approval. Allows flexibility to IT staff. Eligibility doesn't exist for roles that interact with the public directly. |



Flexible Work Program Options for Consideration

1. Status Quo for City-Wide Program

| Program Impacts | |
|-----------------|---------------------------------------------------------------------------------------------------------------------------------------|
| Role Profiles | Maintain existing 3 categories of fully on-site, hybrid and mostly offsite. |
| Review | Department standards, role profiles for each department to ensure alignment with new enhanced role profile guidelines. |
| Reinforce | Reviewing the policy, guidelines for flexible work, training courses (LMS), ergonomics. Identify and address compliance issues |
| Change Impact | Low. Areas with significant role profile changes will receive OCM support as needed. Nominal support effort. |

2. Role Profile Change – Mostly Offsite

| Program Impacts | |
|-----------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Role Profiles | Remove Mostly Offsite (up to 4 days remote) profile from City-wide standards. |
| Review | Department standards, role profiles for each department to ensure alignment with new enhanced role profile guidelines . |
| Reinforce | Reviewing the policy, guidelines for flexible work, training courses (LMS), ergonomics. Identify and address compliance issues |
| Change Impact | Moderate. Result in an increase to the organizational standard for minimum time in the office to 2 days per week. Survey results show 42.5% of respondents are working from a City worksite 2 days/week. Impact~30% of program, benefits in-office time, further opportunities for collaboration. Transition timeline: ~4 months* |

3. Role Profile Change: Hybrid

Program Impacts

| | |
|---------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Role Profiles | <p>Remove Mostly Offsite role profile from City-wide standards.</p> <p>Change Hybrid role profile to require a minimum of 3 Days on site.</p> |
| Review | <p>Department standards, role profiles for each department to ensure alignment with new enhanced role profile guidelines.</p> |
| Reinforce | <p>Reviewing the policy, guidelines for flexible work, training courses (LMS), ergonomics.</p> <p>Identify and address compliance issues.</p> |
| Change Impact | <p>High. Potential need to lease additional office space in departments where space has been vacated or where new space was deferred.</p> <p>Potential impact to service operations</p> <p>Dedicated program team resource(s) required. Additional support to program team from CEC, REFM and labour relations</p> <p>Transition timeline: ~9 months*</p> |



Flexible Work Program Next Steps

Key Next Steps

1. Confirm Direction
2. Recommended next steps:
 1. Draft Communication & Engagement Plan
 2. Complete updated Role Profile Review Guidelines
 3. Set transition timeline by department / city-wide
3. Implementation/roll out plan

Discussion / Questions

- What change(s) does CLT see as necessary for the City's Flexible Work Program to continue to be effective?
- How as an organization – can we effectively manage this change?
- Strong & Unified Leadership Messaging.
- Transitional time, impact, communication/change/resistance.

From: ["Rana, Preet" <Preet.Rana@vancouver.ca>](mailto:Preet.Rana@vancouver.ca)
To: ["Mochrie, Paul" <Paul.Mochrie@vancouver.ca>](mailto:Paul.Mochrie@vancouver.ca)
CC: ["Goldsmith, Simon" <Simon.Goldsmith@vancouver.ca>](mailto:Simon.Goldsmith@vancouver.ca)
["Goddard, Sue" <Sue.Goddard@vancouver.ca>](mailto:Sue.Goddard@vancouver.ca)
["Naklicki, Andrew" <andrew.naklicki@vancouver.ca>](mailto:andrew.naklicki@vancouver.ca)
Date: 1/10/2025 4:18:57 PM
Subject: Flexible Work - Organizational Survey Results
Attachments: 2024 All Departments.pdf

Hello Paul:

Happy New Year! I hope this email finds you well.

I wanted to inform you that early next week, I will be sharing the department flexible work survey results with each of the general managers. I have attached the organizational survey results in this email for you as well. These results will be reviewed by the general managers, and the ask will be to keep these survey results confidential, for now.

The flexible work team will be presenting on January 30, 2025 to CLT to further discuss the findings, recommendations and next steps.

In addition to the detailed attached report, I have summarized some high level data and feedback below from the survey.

Metric Overview (with comparators to 2022):

- 1840 respondents in 2024.
 - 1485 respondents in 2022.
- 88.1% of respondents reported that they regularly work remotely at least one day a week in 2024.
 - 83.1% of respondents reporting that they regularly work remotely at least one day a week in 2022 (Please note that employees who are part of a hybrid team were included in this survey, though the employee themselves may not work remotely).

For both surveys, we requested respondents to share how many days in office they work:

| 2022 | 2024 | Days Working in the Office |
|--------|--------|----------------------------------|
| 30.80% | 31.80% | 1 day a week at a City Worksite |
| 42.40% | 42.50% | 2 days a week at a City Worksite |
| 18.20% | 18.30% | 3 days a week at a City Worksite |
| 6.80% | 6.40% | 4 days a week at a City Worksite |
| 1.80% | 1% | 5 days a week at a City Worksite |

Based on this information, there have been no significant changes on how many days employees are working remotely.

Strengths of the Flexible Work Program:

- 66.2% of respondents report that flexible work has helped the City meet its equity objectives.
 - In 2022, 53.4% of employees reported the flexible work program will help the City meet its equity objectives.
- Respondents shared they are more focused working remotely have less distractions from noise and chats from co-workers due to open office concepts.
- 85.4% of respondents agree that it is easy to collaborate or brainstorm with co-workers.
 - In 2022, 75.8% of employees agreed that it was easy to collaborate or brainstorm with co-workers.
- There were 463 respondents that disclosed they are leaders that have employees reporting to them. 38.2% of the leaders shared they found their team members are more productive when working remotely than they were prior to the introduction of the Flexible Work Program.
 - In 2022, 34.5% of leaders shared that they found their team members more productive when working remotely than they were prior to the introduction to the Flexible Work Program.

Flexible Work Program Considerations:

- 93.2% of respondents share that the option of remote work is a factor in their choice to take a position or continue working for the City of Vancouver.
 - This has increased from 2022, where 81.4% of respondents had shared the option of remote work plays a factor in the choice of taking a position or to continue to work for the City of Vancouver.
- Although 64.1% of respondents indicate that they typically meet in person with their manager at least once a week, a large number of employees took the time to express that they don't see their manager as often as they would like.
- Respondents would like more training on ergonomics, managing a team in a hybrid work environment and collaboration tools in a working remotely environment.
- 63.5% of leaders disclosed that they value "in office" days as opportunities for team building.

Please feel free to reach out with any questions or concerns.

Best regards,

Preet Rana | Project Lead

Email: Preet.Rana@vancouver.ca

Telephone: **s.15(1)(l)**

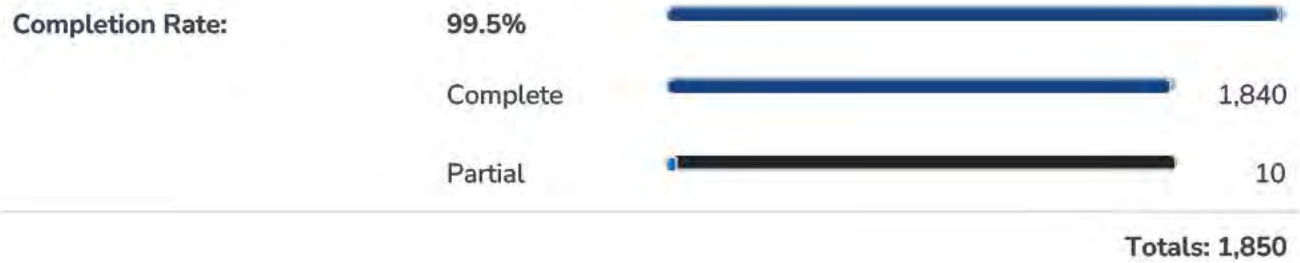


The City of Vancouver acknowledges that it is situated on the unceded traditional territories of the Musqueam, Squamish, and Tsleil-Waututh peoples.

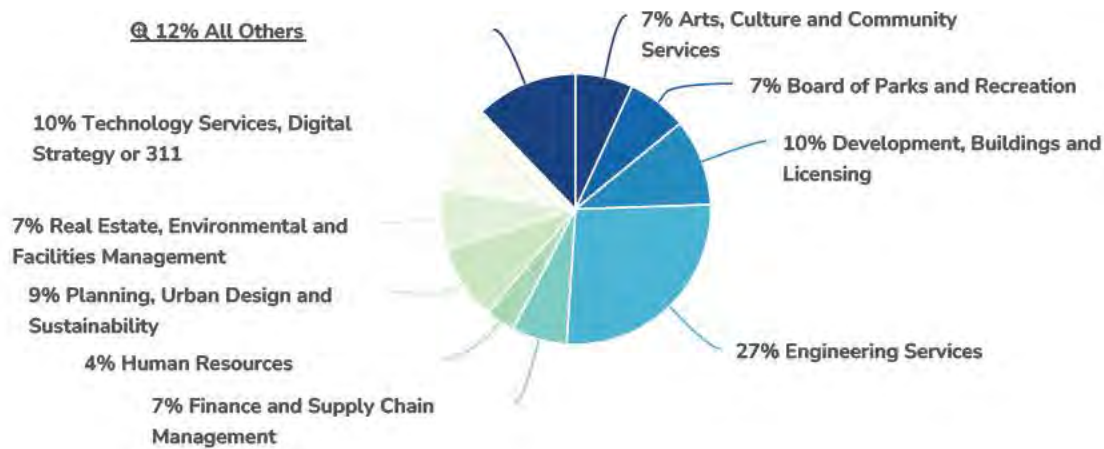
This email is intended solely for the use of the individual or entity named above and contains information which is PRIVILEGED and CONFIDENTIAL. Any use of this communication by an unintended recipient is strictly prohibited. If you are not the intended recipient, please notify us by telephone and destroy this email.

Report for 2024 - Flexible Work Check-In Survey

Response Counts



1. What is your department?



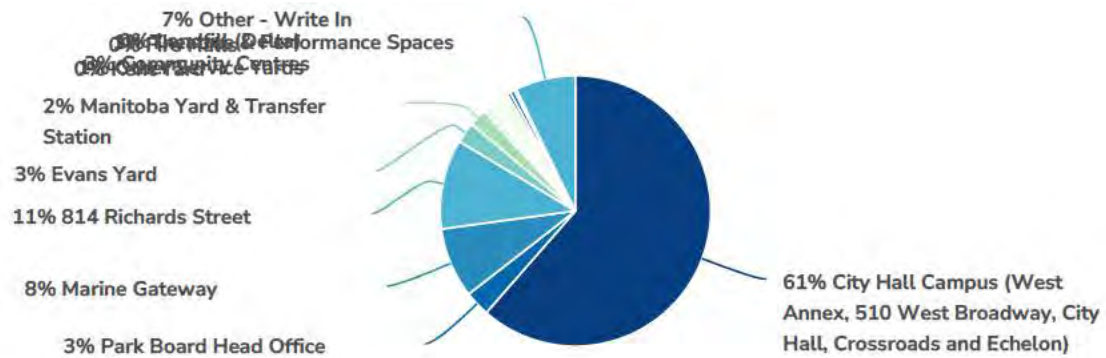
| Value | Percent | Responses |
|------------------------------------------------------------------------------------------------------------|---------|-----------|
| Arts, Culture and Community Services | 6.9% | 127 |
| Board of Parks and Recreation | 7.2% | 133 |
| City Clerks, Mayor's Office, Office of the Auditor General, Sports Hosting | 2.1% | 39 |
| City Manager's Office, Internal Audit, Equity Office, Indigenous Relations, or Intergovernmental Relations | 2.3% | 42 |
| Civic Engagement and Communications | 1.6% | 29 |
| Development, Buildings and Licensing | 10.4% | 191 |
| Engineering Services | 26.6% | 491 |
| Finance and Supply Chain Management | 6.6% | 121 |


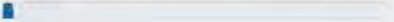
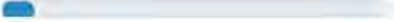
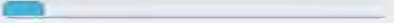

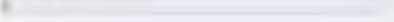
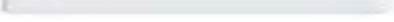
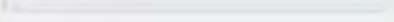
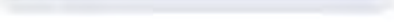
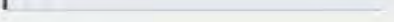
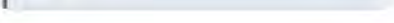

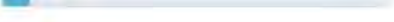
Totals: 1,845

| Value | Percent | Responses |
|------------------------------------------------------|---------|-----------|
| Human Resources | 3.6% | 67 |
| Legal Services | 1.2% | 23 |
| Office of the Chief Safety Officer | 1.6% | 29 |
| Planning, Urban Design and Sustainability | 9.0% | 166 |
| Real Estate, Environmental and Facilities Management | 7.2% | 132 |
| Risk Management | 0.5% | 10 |
| Strategy and Project Support Office | 1.6% | 30 |
| Technology Services, Digital Strategy or 311 | 10.4% | 191 |
| Vancouver Fire Rescue Services | 0.5% | 9 |
| Other - Write In | 0.8% | 15 |

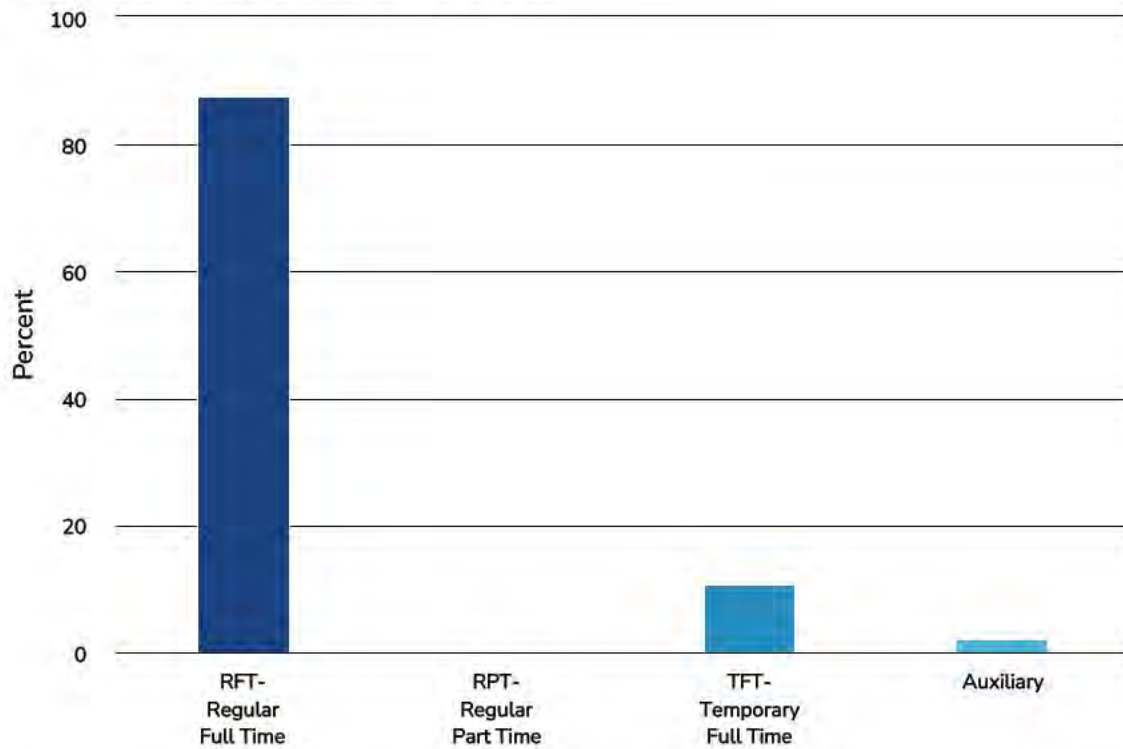
Totals: 1,845

2. Please select your City worksite.



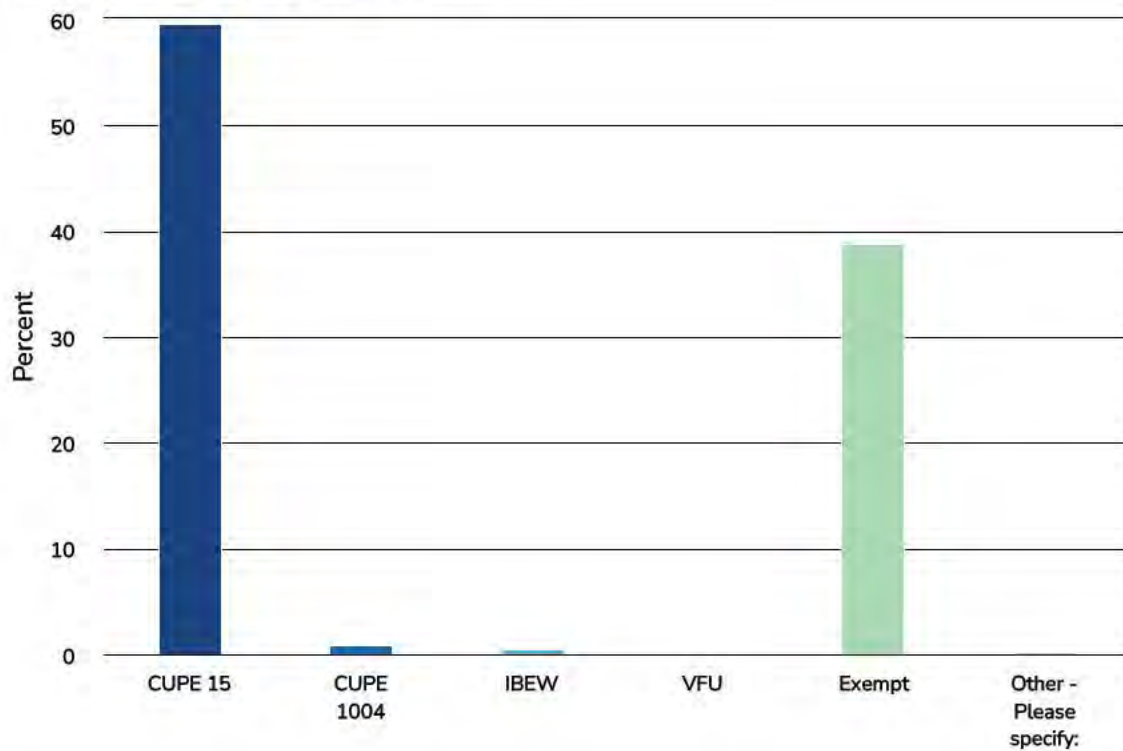
| Value | Percent | Responses |
|-------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|----------------------|
| City Hall Campus (West Annex, 510 West Broadway, City Hall, Crossroads and Echelon) | 61.4%  | 1,133 |
| Park Board Head Office | 3.0%  | 56 |
| Marine Gateway | 8.4%  | 155 |
| 814 Richards Street | 10.7%  | 198 |
| Evans Yard | 2.5%  | 47 |
| Manitoba Yard & Transfer Station | 2.1%  | 39 |
| Kent Yard | 0.1%  | 1 |
| Other Service Yards | 0.7%  | 12 |
| Community Centres | 2.6%  | 48 |
| Fire Halls | 0.4%  | 8 |
| Theatres & Performance Spaces | 0.5%  | 9 |
| Landfill (Delta) | 0.3%  | 6 |
| Other - Write In | 7.2%  | 133 |
| | | Totals: 1,845 |

3. What is your employment status?



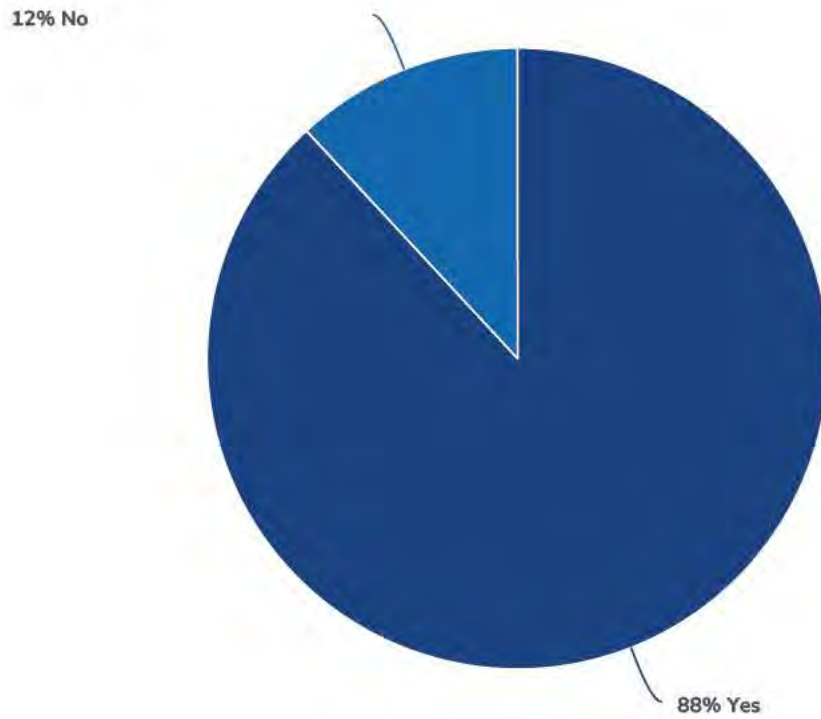
| Value | Percent | Responses |
|--------------------------|---------|-----------|
| RFT- Regular Full Time | 87.8% | 1,619 |
| RPT- Regular Part Time | 0.3% | 6 |
| TFT- Temporary Full Time | 10.8% | 199 |
| Auxiliary | 2.0% | 37 |

4. What is your union affiliation?



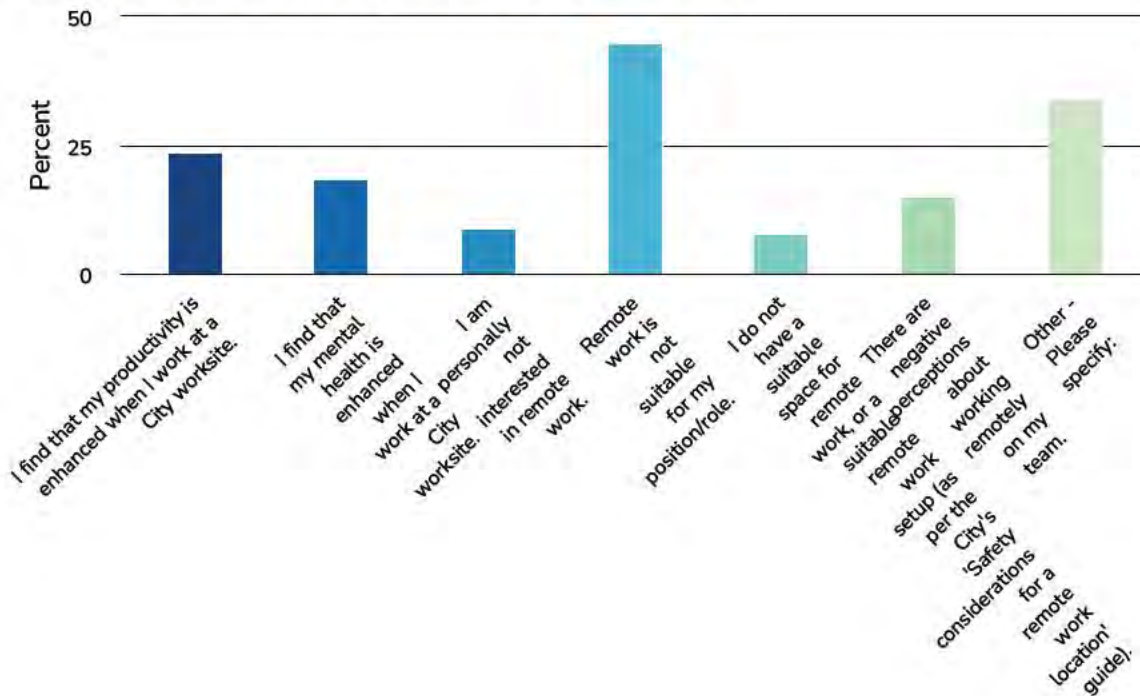
| Value | Percent | Responses |
|-------------------------|---------|-----------|
| CUPE 15 | 59.7% | 1,100 |
| CUPE 1004 | 0.9% | 16 |
| IBEW | 0.5% | 9 |
| VFU | 0.1% | 1 |
| Exempt | 38.8% | 714 |
| Other - Please specify: | 0.3% | 5 |

5. Do you work remotely regularly at least one day/week? (Answer required)



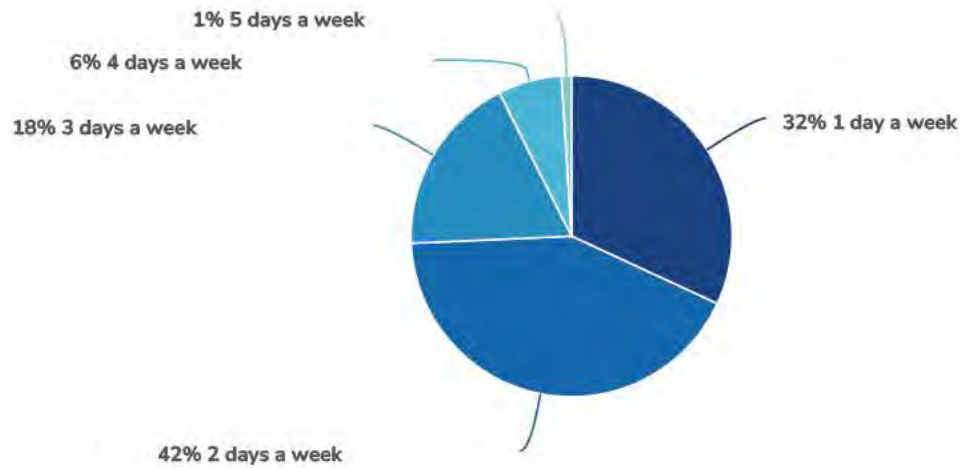
| Value | Percent | Responses |
|-------|---------------------------------|---------------|
| Yes | 88.1% <div><div></div></div> | 1,624 |
| No | 11.9% <div><div></div></div> | 219 |
| | | Totals: 1,843 |

6. If you answered “No” to the previous question, please explain why you are not working remotely (select all that apply):



| Value | Percent | Responses |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|-----------|
| I find that my productivity is enhanced when I work at a City worksite. | 23.7% | 41 |
| I find that my mental health is enhanced when I work at a City worksite. | 18.5% | 32 |
| I am personally not interested in remote work. | 9.2% | 16 |
| Remote work is not suitable for my position/role. | 45.1% | 78 |
| I do not have a suitable space for remote work, or a suitable remote work setup (as per the City's 'Safety considerations for a remote work location' guide). | 8.1% | 14 |
| There are negative perceptions about working remotely on my team. | 15.0% | 26 |
| Other - Please specify: | 34.1% | 59 |

7. How many days do you regularly work from a City worksite?



| Value | Percent | Responses |
|---------------|---------------------------------|---------------|
| 1 day a week | 31.9% <div><div></div></div> | 518 |
| 2 days a week | 42.4% <div><div></div></div> | 689 |
| 3 days a week | 18.3% <div><div></div></div> | 297 |
| 4 days a week | 6.4% <div><div></div></div> | 104 |
| 5 days a week | 1.0% <div><div></div></div> | 16 |
| | | Totals: 1,624 |

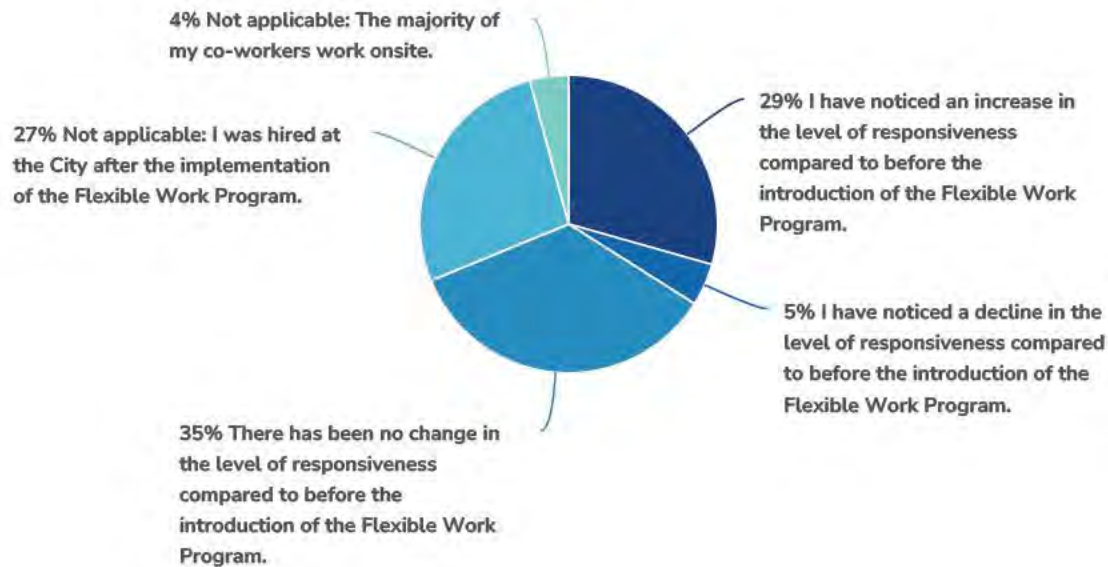
8. Please indicate the extent to which you agree or disagree with the following statements:


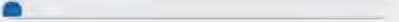


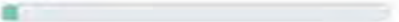
| | Agree | Somewhat agree | Somewhat disagree | Disagree | Not applicable | Responses |
|-----------------------------------------------------------------------------------------------------------------------------|----------------|----------------|-------------------|------------|----------------|-----------|
| Our team makes use of the City's online meeting platforms (ie. MS Teams) for hybrid meetings. Count Row % | 1,537 94.9% | 57 3.5% | 8 0.5% | 10 0.6% | 7 0.4% | 1,619 |
| My teammates and team leaders are responsive when I need them for urgent matters. Count Row % | 1,513 93.5% | 81 5.0% | 13 0.8% | 8 0.5% | 3 0.2% | 1,618 |
| Our team makes use of the City's instant messaging platforms (ie. MS Teams) as a method of communicating. Count Row % | 1,568 96.8% | 35 2.2% | 7 0.4% | 7 0.4% | 2 0.1% | 1,619 |
| It is easy to collaborate or brainstorm with my co-workers. Count Row % | 1,375 85.3% | 183 11.4% | 38 2.4% | 12 0.7% | 4 0.2% | 1,612 |
| I am able to adhere to a regular daily work schedule when working remotely. Count Row % | 1,555 96.3% | 46 2.8% | 8 0.5% | 2 0.1% | 4 0.2% | 1,615 |

| | Agree | Somewhat agree | Somewhat disagree | Disagree | Not applicable | Responses |
|-----------------------------------------------------------------------------------------------------------------------------------------|----------------|----------------|-------------------|----------------|----------------|-----------|
| While working remotely, I take regular breaks. Count Row % | 914 56.6% | 500 31.0% | 138 8.5% | 45 2.8% | 18 1.1% | 1,615 |
| I am more productive at my remote work location than I am at my City worksite. Count Row % | 1,111 69.0% | 337 20.9% | 93 5.8% | 38 2.4% | 32 2.0% | 1,611 |
| It takes more time to get work-related questions answered when working remotely. Count Row % | 100 6.2% | 137 8.5% | 274 17.0% | 1,047 64.8% | 58 3.6% | 1,616 |
| The work expectations and goals for my job are clear. Count Row % | 1,413 87.7% | 158 9.8% | 29 1.8% | 7 0.4% | 4 0.2% | 1,611 |
| I have access to the resources I need to do my job effectively. Count Row % | 1,394 86.5% | 181 11.2% | 29 1.8% | 4 0.2% | 3 0.2% | 1,611 |
| Despite being a mix of staff members who are and who are not working remotely, our team feels cohesive and inclusive. Count Row % | 1,273 78.9% | 214 13.3% | 60 3.7% | 27 1.7% | 39 2.4% | 1,613 |

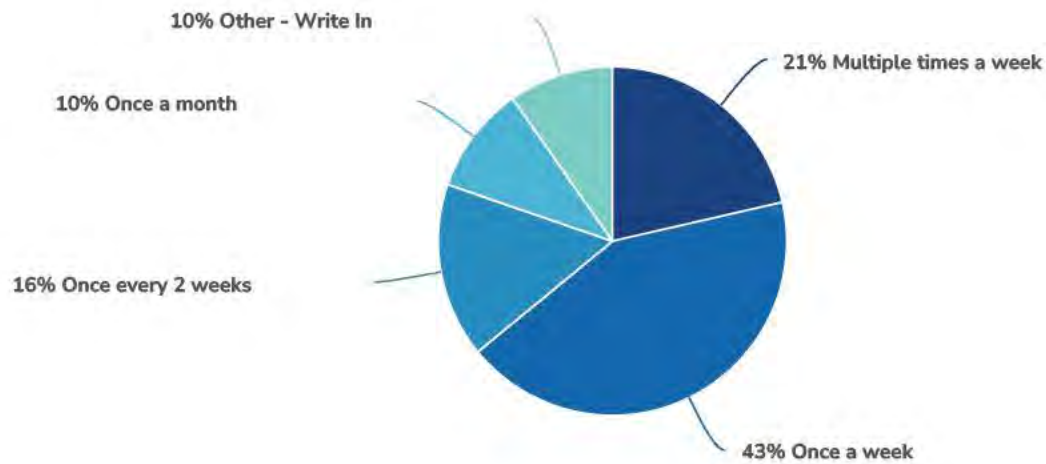
| | Agree | Somewhat agree | Somewhat disagree | Disagree | Not applicable | Responses |
|-------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|---------------------|--------------------|--------------------|--------------------|--------------|
| <p>The option of remote work has a positive impact on my work-life balance.</p> <p>Count Row %</p> | <p>1,534 95.0%</p> | <p>62 3.8%</p> | <p>10 0.6%</p> | <p>3 0.2%</p> | <p>5 0.3%</p> | <p>1,614</p> |
| <p>The option of remote work is a factor in my choice to take a position OR to continue working for the City of Vancouver.</p> <p>Count Row %</p> | <p>1,354 84.1%</p> | <p>146 9.1%</p> | <p>38 2.4%</p> | <p>39 2.4%</p> | <p>33 2.0%</p> | <p>1,610</p> |
| <p>Totals</p> <p>Total Responses</p> | | | | | | <p>1619</p> |

9. How would you describe the responsiveness of your co-workers who work a hybrid or mostly off-site work schedule?



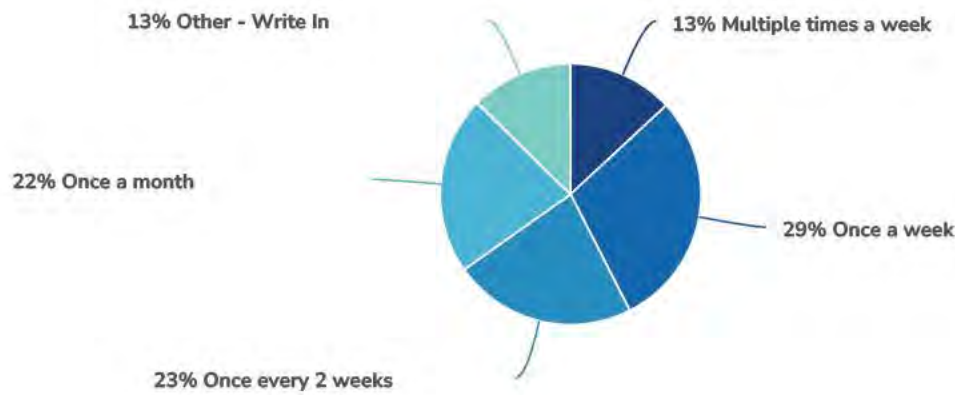
| Value | Percent | Responses |
|-----------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|----------------------|
| I have noticed an increase in the level of responsiveness compared to before the introduction of the Flexible Work Program. | 29.4%  | 537 |
| I have noticed a decline in the level of responsiveness compared to before the introduction of the Flexible Work Program. | 4.6%  | 84 |
| There has been no change in the level of responsiveness compared to before the introduction of the Flexible Work Program. | 34.8%  | 637 |
| Not applicable: I was hired at the City after the implementation of the Flexible Work Program. | 27.0%  | 494 |
| Not applicable: The majority of my co-workers work onsite. | 4.2%  | 76 |
| | | Totals: 1,828 |

10. How often do you typically meet in-person with your manager?



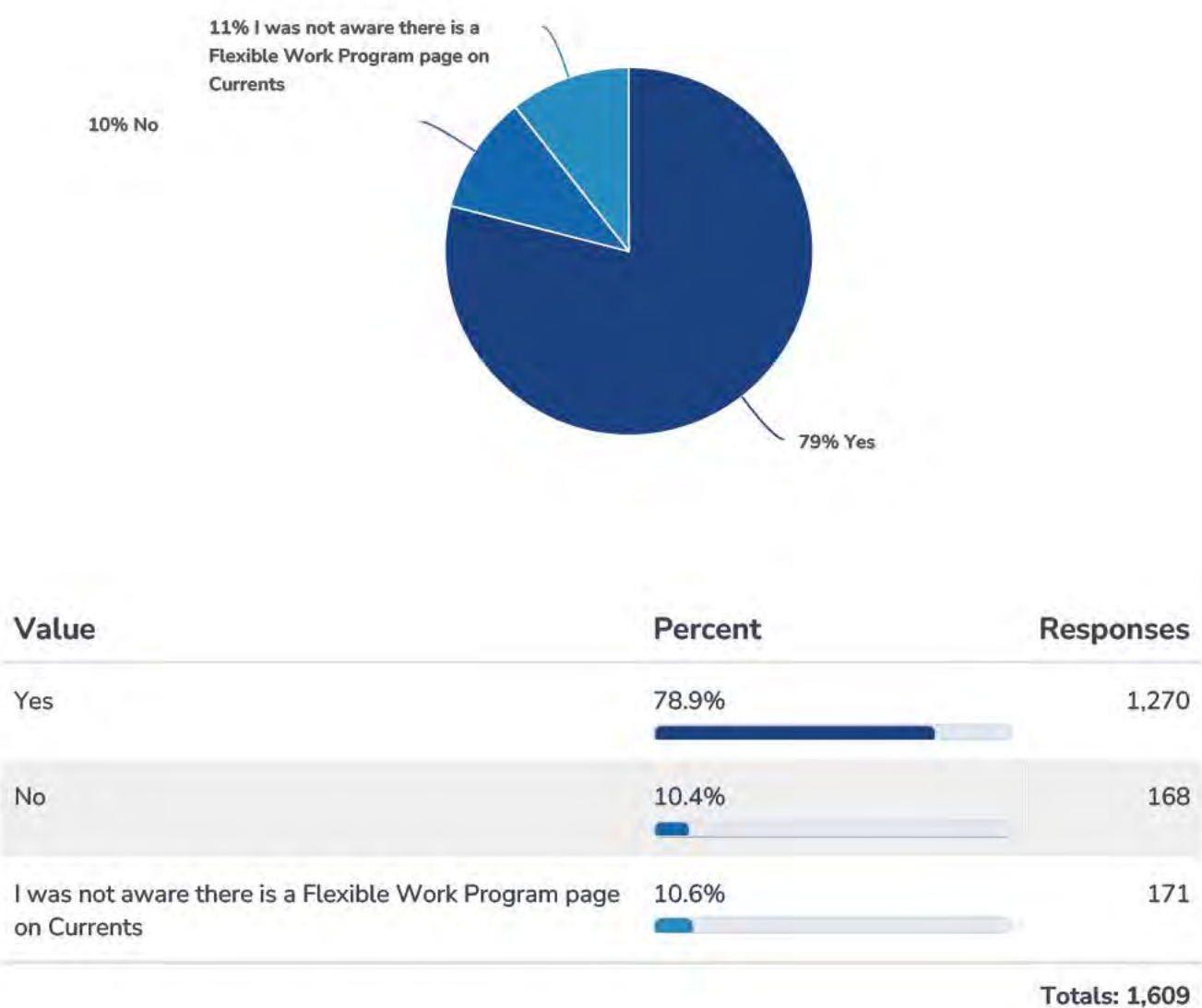
| Value | Percent | Responses |
|-----------------------|---------|---------------|
| Multiple times a week | 21.4% | 392 |
| Once a week | 42.6% | 780 |
| Once every 2 weeks | 16.2% | 296 |
| Once a month | 10.0% | 183 |
| Other - Write In | 9.7% | 178 |
| | | Totals: 1,829 |

11. How often do you have in-person team meetings each month?

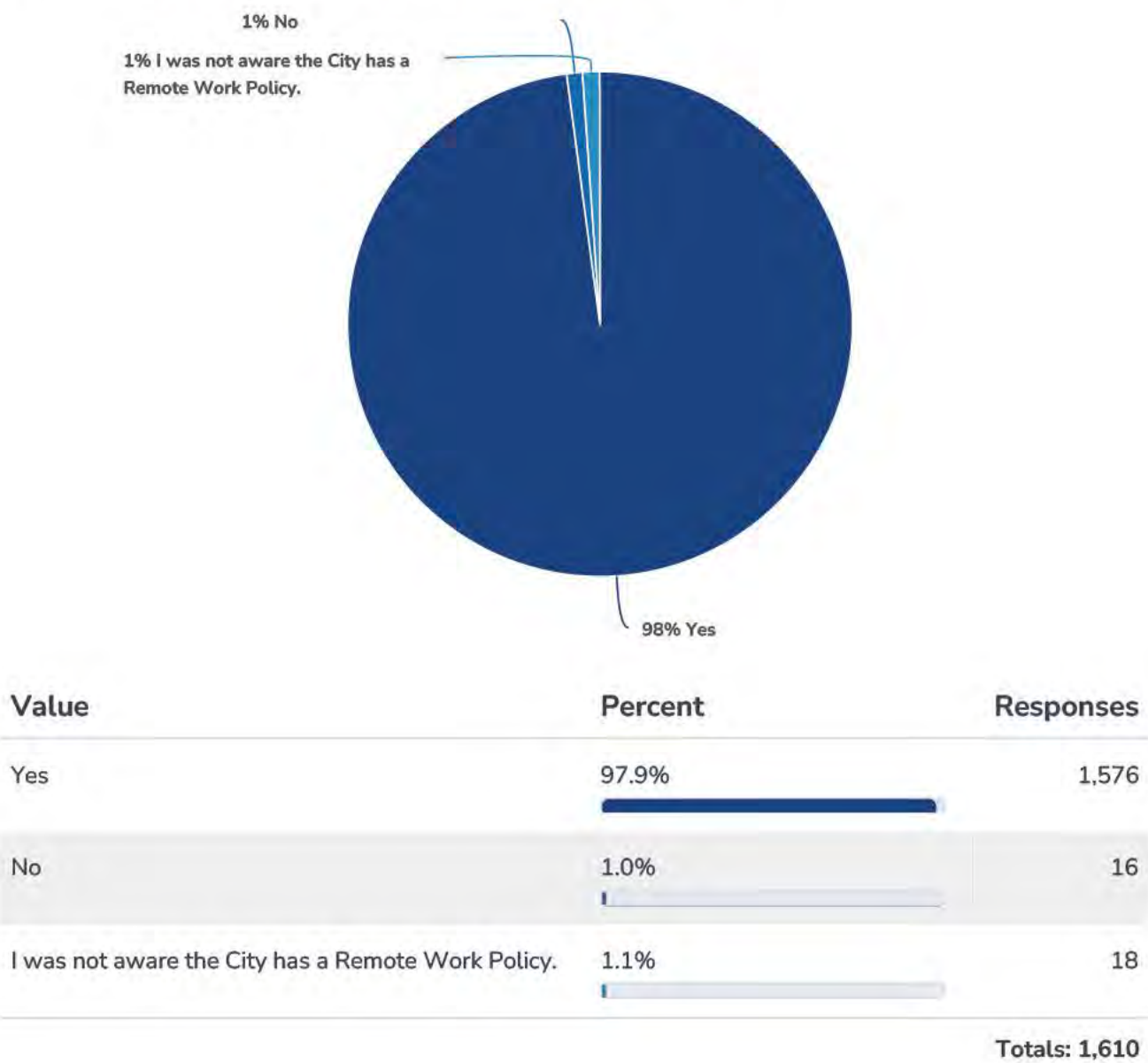


| Value | Percent | Responses |
|-----------------------|---------------------------------|---------------|
| Multiple times a week | 13.1% <div><div></div></div> | 240 |
| Once a week | 29.4% <div><div></div></div> | 539 |
| Once every 2 weeks | 22.7% <div><div></div></div> | 416 |
| Once a month | 22.1% <div><div></div></div> | 405 |
| Other - Write In | 12.7% <div><div></div></div> | 233 |
| | | Totals: 1,833 |

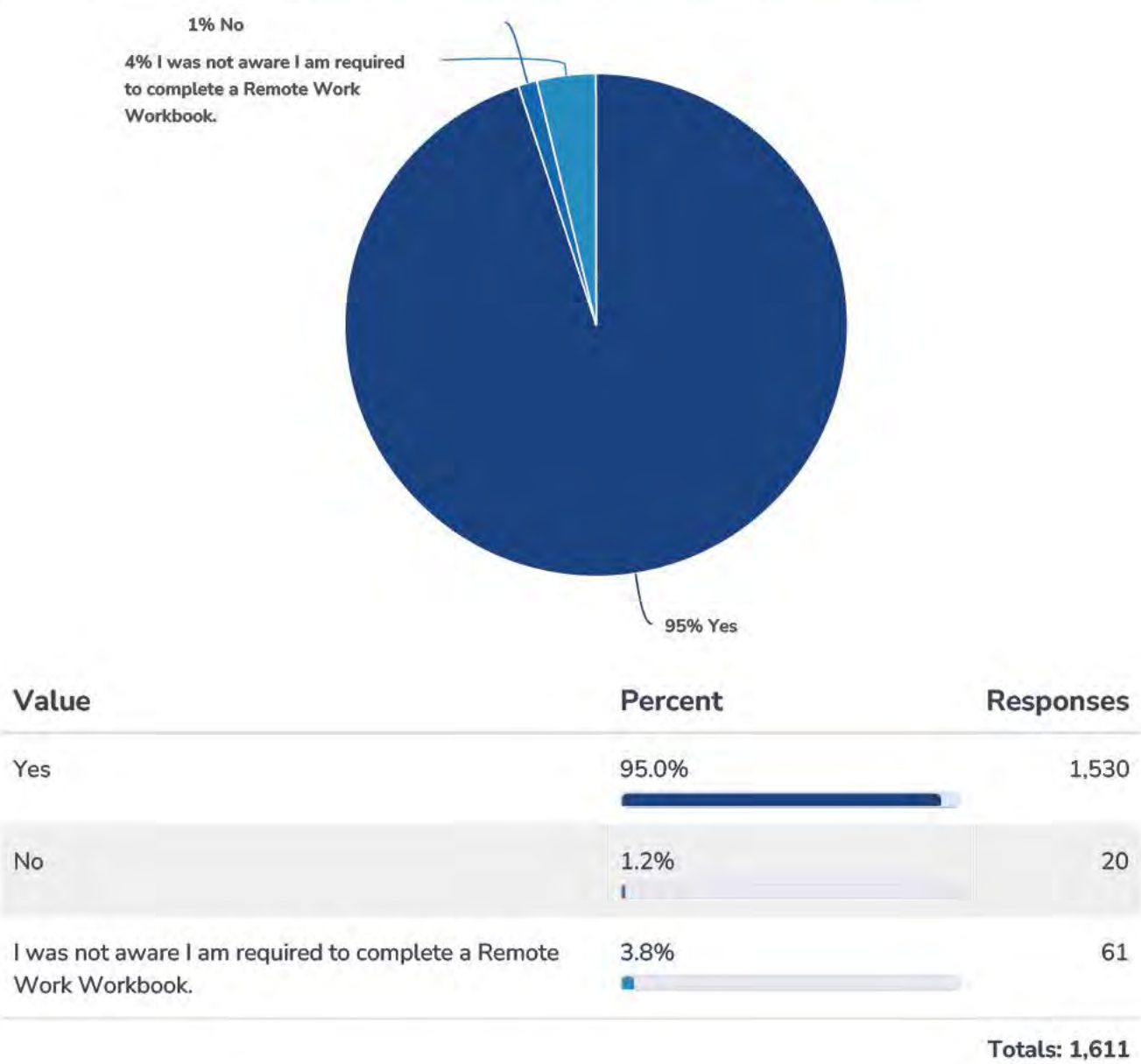
12. Have you visited the Flexible Work Program page on Currents?



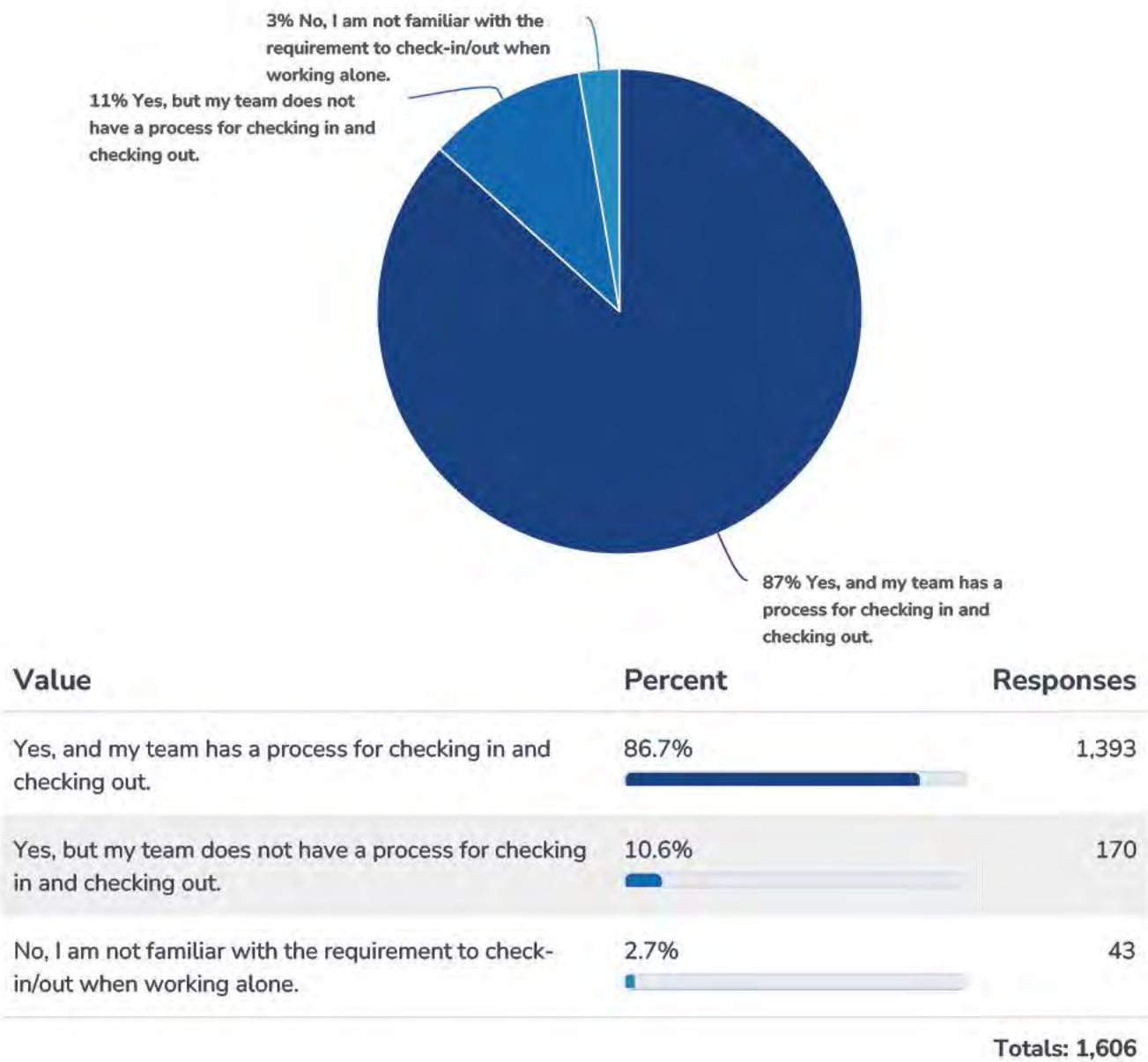
13. Have you read the City's Remote Work Policy?



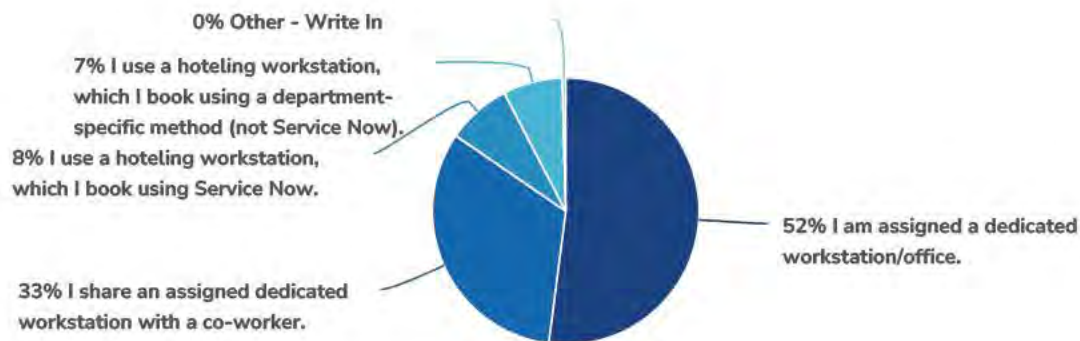
14. Have you completed a Remote Work Workbook? If you have not completed a Remote Work Workbook and you are working remotely please follow the link at the end of this survey and fill one out as soon as possible as it is a mandatory prerequisite to working remotely.



15. Are you familiar with the requirement to check-in/out with your manager when working alone either at your remote work location or at a City worksite?



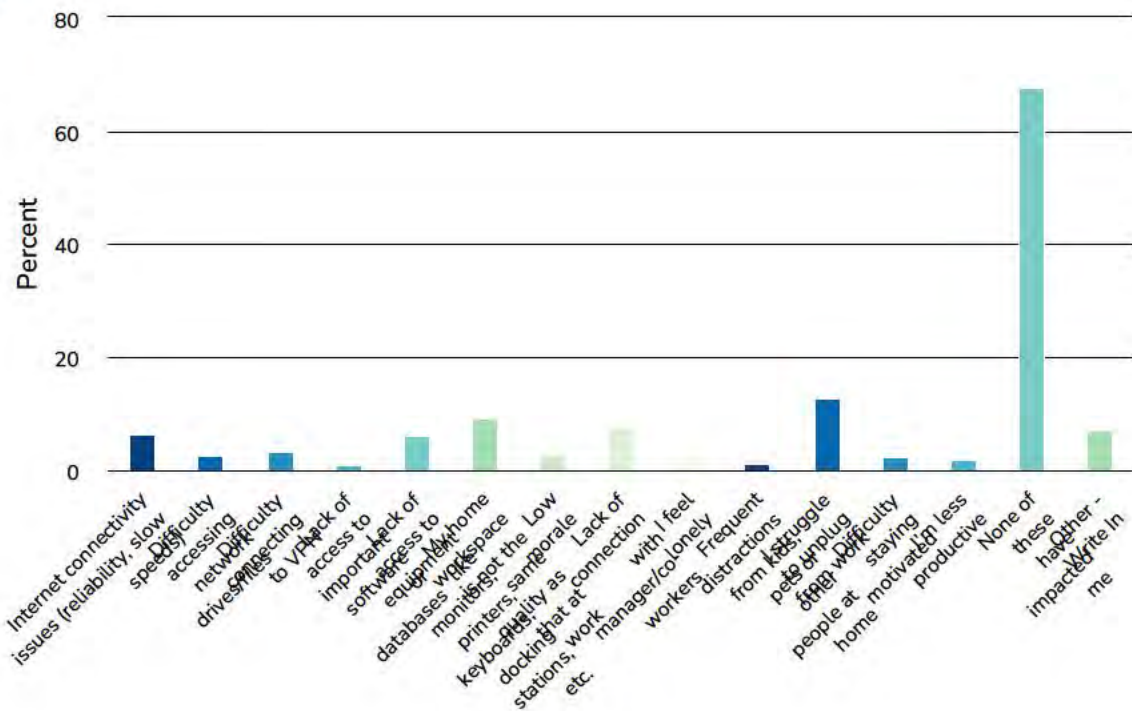
16. What most accurately describes your working space when you are working at a City worksite?




| Value | Percent | Responses |
|--------------------------------------------------------------------------------------------------|---------|-----------|
| I am assigned a dedicated workstation/office. | 52.0% | 809 |
| I share an assigned dedicated workstation with a co-worker. | 32.5% | 506 |
| I use a hoteling workstation, which I book using Service Now. | 7.8% | 122 |
| I use a hoteling workstation, which I book using a department-specific method (not Service Now). | 7.2% | 112 |
| Other - Write In | 0.4% | 7 |

Totals: 1,556

17. Thinking about your experience working remotely, have you been impacted by any of the following on an ongoing basis? Select all that apply.



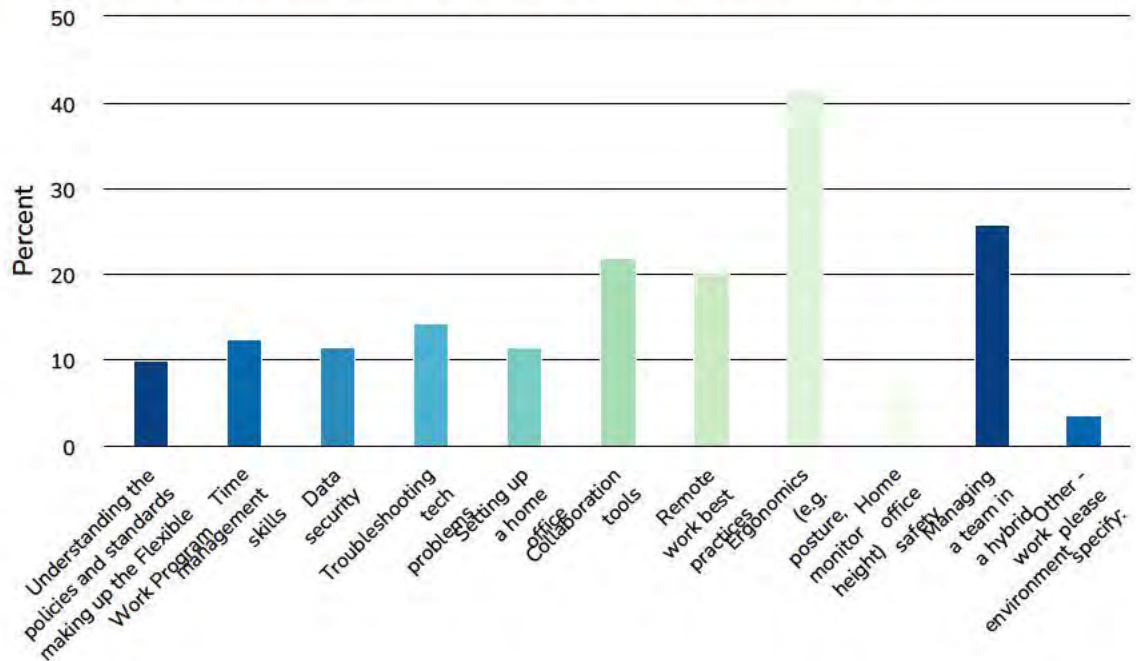
| Value | Percent | Responses |
|----------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|-----------|
| Internet connectivity issues (reliability, slow speeds) | 6.5%  | 102 |
| Difficulty accessing network drives/files | 2.9%  | 45 |
| Difficulty connecting to VPN | 3.4%  | 53 |
| Lack of access to important software or databases | 1.1%  | 17 |
| Lack of access to equipment like monitors, printers, keyboards, docking stations, etc. | 6.2%  | 97 |
| My home workspace is not the same quality as that at work | 9.3%  | 145 |
| Low morale | 2.9%  | 46 |
| Lack of connection with manager/co-workers | 7.7%  | 120 |
| I feel lonely | 3.6%  | 56 |
| Frequent distractions from kids, pets or other people at home | 1.5%  | 24 |
| I struggle to unplug from work | 12.9%  | 202 |
| Difficulty staying motivated | 2.3%  | 36 |
| I'm less productive | 2.2%  | 34 |
| None of these have impacted me | 68.0%  | 1,061 |
| Other - Write In | 7.4%  | 116 |

18. Thinking about your experience working remotely, have you been negatively impacted by any of the following on an ongoing basis? Select all that apply. - Text Analysis

Percent

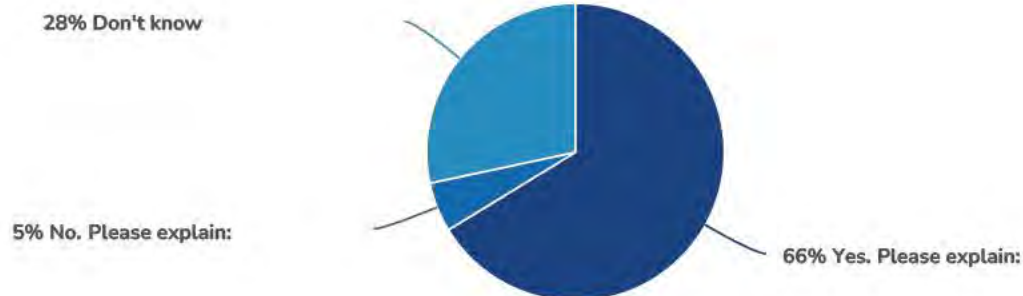
No data to display

19. Please select any topics below for which you would like to receive further training to improve your remote work experience.



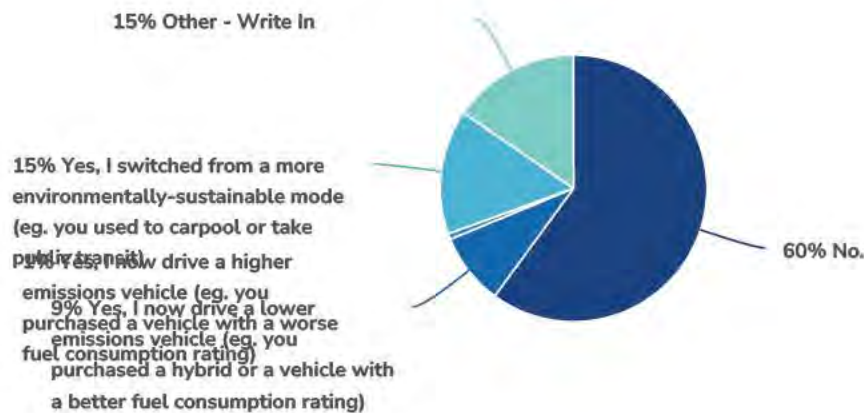
| Value | Percent | Responses |
|------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|-----------|
| Understanding the policies and standards making up the Flexible Work Program | 10.0%  | 85 |
| Time management skills | 12.6%  | 107 |
| Data security | 11.5%  | 97 |
| Troubleshooting tech problems | 14.4%  | 122 |
| Setting up a home office | 11.7%  | 99 |
| Collaboration tools | 22.0%  | 186 |
| Remote work best practices | 20.2%  | 171 |
| Ergonomics (e.g. posture, monitor height) | 41.7%  | 353 |
| Home office safety | 7.4%  | 63 |
| Managing a team in a hybrid work environment | 26.0%  | 220 |
| Other - please specify: | 3.7%  | 31 |

20. "Flexible work will help the City meet its equity objectives" is one of the guiding principles of the City's Flexible Work Program. In your experience, has flexible work made the City a more equitable place to work?



| Value | Percent | Responses |
|----------------------|------------------------------|---------------|
| Yes. Please explain: | 66.2% <div><div></div></div> | 1,197 |
| No. Please explain: | 5.4% <div><div></div></div> | 98 |
| Don't know | 28.3% <div><div></div></div> | 512 |
| | | Totals: 1,807 |

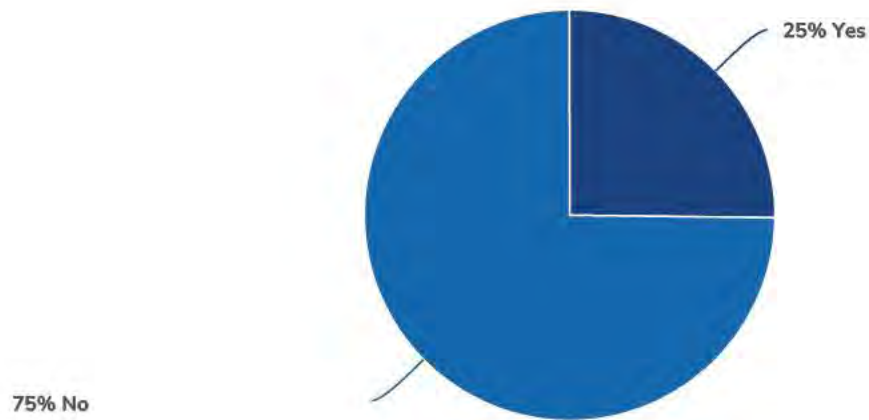
21. Has your primary commute mode changed in the last two years because of the flexible work program?



| Value | Percent | Responses |
|----------------------------------------------------------------------------------------------------------------------------|---------|-----------|
| No. | 60.0% | 961 |
| Yes, I now drive a lower emissions vehicle (eg. you purchased a hybrid or a vehicle with a better fuel consumption rating) | 8.7% | 140 |
| Yes, I now drive a higher emissions vehicle (eg. you purchased a vehicle with a worse fuel consumption rating) | 0.7% | 11 |
| Yes, I switched from a more environmentally-sustainable mode (eg. you used to carpool or take public transit) | 15.1% | 242 |
| Other - Write In | 15.4% | 247 |

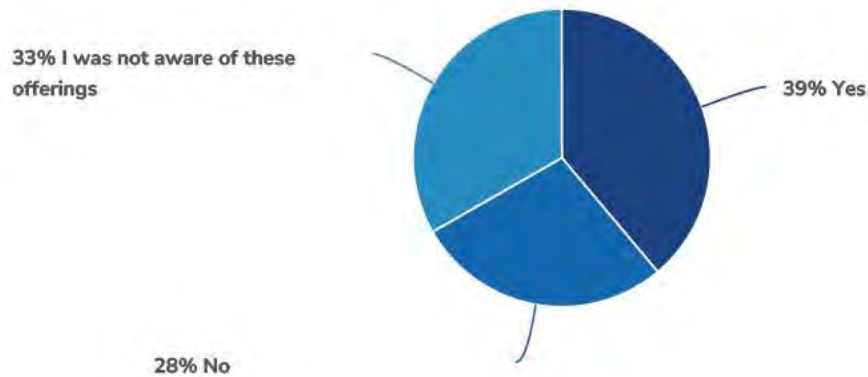
Totals: 1,601

22. Do you have other City employees reporting to you? (Answer required)



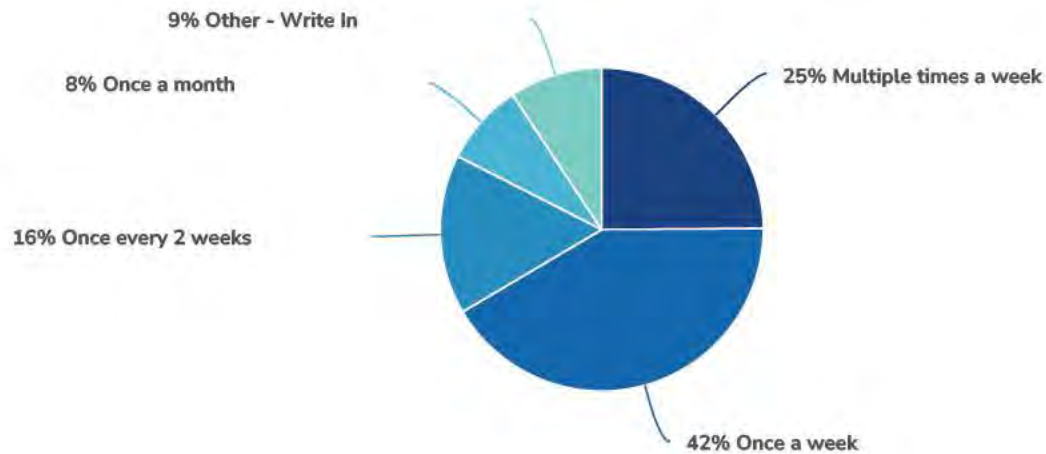
| Value | Percent | Responses |
|-------|---------|---------------|
| Yes | 25.2% | 464 |
| No | 74.8% | 1,374 |
| | | Totals: 1,838 |

23. Have you taken any of the learnings offered for managing a hybrid/remote team offered via the City's Learning Management System?



| Value | Percent | Responses |
|------------------------------------|---------------------------------|-----------|
| Yes | 38.9% <div><div></div></div> | 180 |
| No | 27.9% <div><div></div></div> | 129 |
| I was not aware of these offerings | 33.3% <div><div></div></div> | 154 |
| Totals: 463 | | |

24. How often do you meet with each of your staff for an in-person meeting?



| Value | Percent | Responses |
|-----------------------|------------------------------|-------------|
| Multiple times a week | 24.9% <div><div></div></div> | 115 |
| Once a week | 41.6% <div><div></div></div> | 192 |
| Once every 2 weeks | 16.0% <div><div></div></div> | 74 |
| Once a month | 8.2% <div><div></div></div> | 38 |
| Other - Write In | 9.3% <div><div></div></div> | 43 |
| | | Totals: 462 |

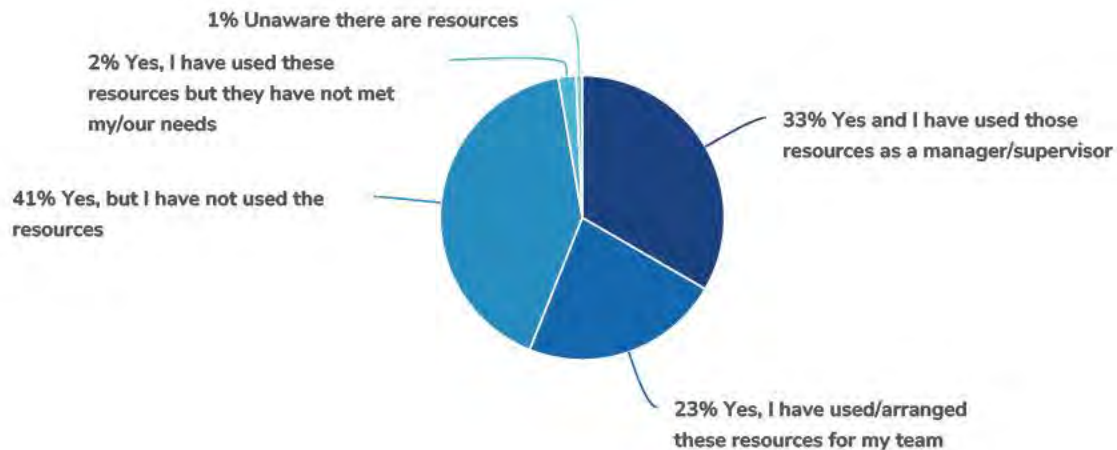
25. Please indicate the extent to which you agree or disagree with the following statements:

| | Agree | Somewhat Agree | Somewhat Disagree | Disagree | Responses |
|-------------------------------------------------------------------------------------------------------------------------------------------------|--------------|----------------|-------------------|--------------|-----------|
| I value 'in office' days as opportunities for team building. Count Row % | 290 63.3% | 118 25.8% | 32 7.0% | 18 3.9% | 458 |
| I have stronger personal relationships with team members who are more often at the City worksite. Count Row % | 133 29.0% | 99 21.6% | 118 25.7% | 109 23.7% | 459 |
| The City's instant messaging and meeting platforms (ie. MS Teams) are suitable for my team's remote work requirements. Count Row % | 381 83.0% | 62 13.5% | 9 2.0% | 7 1.5% | 459 |
| Team members are more productive when working remotely than they were prior to the introduction of the Flexible Work Program. Count Row % | 169 38.1% | 169 38.1% | 70 15.8% | 35 7.9% | 443 |
| I understand the options and support available to me as a manager if remote work is not a fit for a direct report. Count Row % | 219 48.6% | 131 29.0% | 73 16.2% | 28 6.2% | 451 |
| I regularly check-in with direct reports for feedback on remote work. Count Row % | 194 42.9% | 148 32.7% | 81 17.9% | 29 6.4% | 452 |
| Flexible work is a contentious topic in my team. Count Row % | 60 13.2% | 71 15.7% | 99 21.9% | 223 49.2% | 453 |

| | Agree | Somewhat Agree | Somewhat Disagree | Disagree | Responses |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|----------------|-------------------|--------------|-----------|
| <p>There are challenges with flexible work in my team because of lack of alignment with other teams at the City with whom we regularly work.</p> <p>Count Row %</p> | 52 11.6% | 47 10.4% | 104 23.1% | 247 54.9% | 450 |
| <p>The Flexible Work Program will result/ has resulted in our team officially reducing our office space.</p> <p>Count Row %</p> | 163 36.5% | 113 25.3% | 71 15.9% | 100 22.4% | 447 |
| <p>I am aware that I am responsible for assigning the role profiles for direct reports, based on the position and operational requirements of the department.</p> <p>Count Row %</p> | 317 70.9% | 91 20.4% | 25 5.6% | 14 3.1% | 447 |
| <p>I am aware that all direct reports that work remotely must have a remote workbook completed.</p> <p>Count Row %</p> | 398 87.9% | 32 7.1% | 11 2.4% | 12 2.6% | 453 |
| <p>I am aware that any changes to an employee's remote work arrangement (location, schedule, new position) will require the employee to complete a new Remote Work Workbook.</p> <p>Count Row %</p> | 355 78.7% | 54 12.0% | 24 5.3% | 18 4.0% | 451 |
| <p>I understand that I must prioritize the wellbeing of direct reports and ensure they are taking their sick time and that remote work is not an alternative for sick time.</p> <p>Count Row %</p> | 403 89.4% | 37 8.2% | 3 0.7% | 8 1.8% | 451 |

| | Agree | Somewhat Agree | Somewhat Disagree | Disagree | Responses |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|---------------------|--------------------|--------------------|------------|
| <p>I understand that direct reports who work remotely (ie. home office) are not compensated for commuting to a worksite (including the field or a City worksite), during work time.</p> <p>Count Row %</p> | <p>409 91.3%</p> | <p>24 5.4%</p> | <p>5 1.1%</p> | <p>10 2.2%</p> | <p>448</p> |
| <p>I ensure direct reports have a safe working environment at their remote location as per the safety consideration standards of the City.</p> <p>Count Row %</p> | <p>357 80.6%</p> | <p>69 15.6%</p> | <p>10 2.3%</p> | <p>7 1.6%</p> | <p>443</p> |
| <p>Totals</p> <p>Total Responses</p> | | | | | <p>459</p> |

26. As a leader, are you aware of the resources offered by the City of Vancouver to support the mental health of yourself and your team (including Homewood EFAP and KPAL, on-site support for groups/teams, CityLearn and related courses, and mental health pages on Currents)? Please see link to resources at the end of this survey for further support.



| Value | Percent | Responses |
|---------------------------------------------------------------------|------------------------------|-----------|
| Yes and I have used those resources as a manager/supervisor | 33.4% <div><div></div></div> | 153 |
| Yes, I have used/arranged these resources for my team | 22.7% <div><div></div></div> | 104 |
| Yes, but I have not used the resources | 41.3% <div><div></div></div> | 189 |
| Yes, I have used these resources but they have not met my/our needs | 2.0% <div><div></div></div> | 9 |
| Unaware there are resources | 0.7% <div><div></div></div> | 3 |

Totals: 458

From: "Naklicki, Andrew" <andrew.naklicki@vancouver.ca>
To: "Mochrie, Paul" <Paul.Mochrie@vancouver.ca>
"Singh, Sandra" <Sandra.Singh@vancouver.ca>
"Levitt, Karen" <karen.levitt@vancouver.ca>
"Amrolia, Armin" <Armin.Amrolia@vancouver.ca>
Date: 4/16/2025 8:54:19 AM
Subject: Flexible Work - Survey Results - GM to Leadership Teams/Staff
Attachments: City Manager's Office.pdf

Hello Paul, Sandra, Karen and Armin,

As you know changes to the flex work program will be coming this year and as one piece of the data informing that decision, it is important to communicate the flexible work survey results. In January, we shared the results of the survey with all of you in an unedited and unfiltered PDF report, which included all employee comments. We are now ready for you to share your results with your department and to support your leadership teams in communicating them. An article will be posted on Currents on **April 23, 2025**, with broad indication of the results being available, signposting to this being part of our four-fold review of flexible work. Staff will likely expect to hear from you about your department results.

Please ensure your department results are shared with your leadership teams. If you wish to send this to all of your staff, you are welcomed to do so, otherwise, please provide this information to your leadership team members and ask them to cascade it to staff on their teams. The project team is providing you a template to use as a basis below.

Feel free to reach out to me if you have any questions.

Andrew

s.13(1)



s.13(1)



Andrew Naklicki (he/him/his)
Chief Human Resources Officer
Human Resources | City of Vancouver
t: 604-873-7660 | e: andrew.naklicki@vancouver.ca

This email is intended solely for the use of the individual or entity named above and contains information which is PRIVILEGED and CONFIDENTIAL. Any use of this communication by an unintended recipient is strictly prohibited. If you are not the intended recipient, please notify us by telephone and destroy this email.



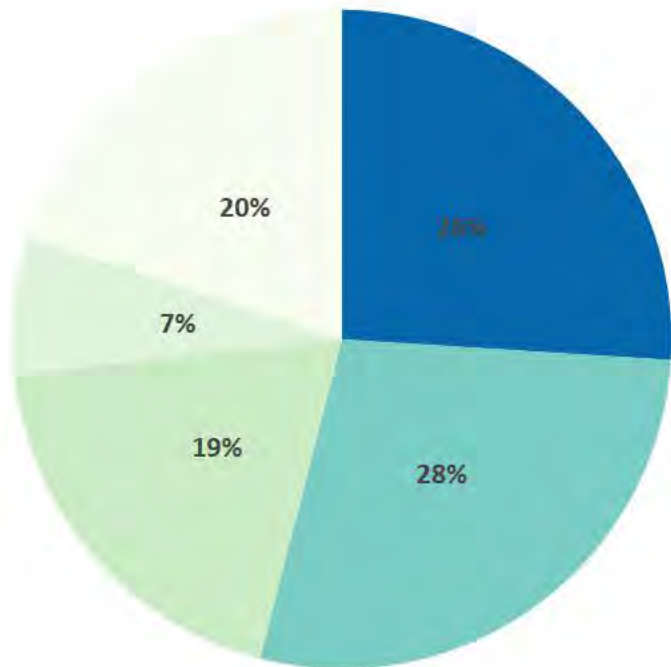
Flexible Work – 2024 Survey Results

Total number of respondents for the
City: approx. 1850

City Manager's Office



City Manager's Office Statistics



28% - City Manager's Office, Internal Audit, Equity Office, Indigenous Relations and Intergovernmental Relations

26% - City Clerks, Mayor's Office, Sports Housing

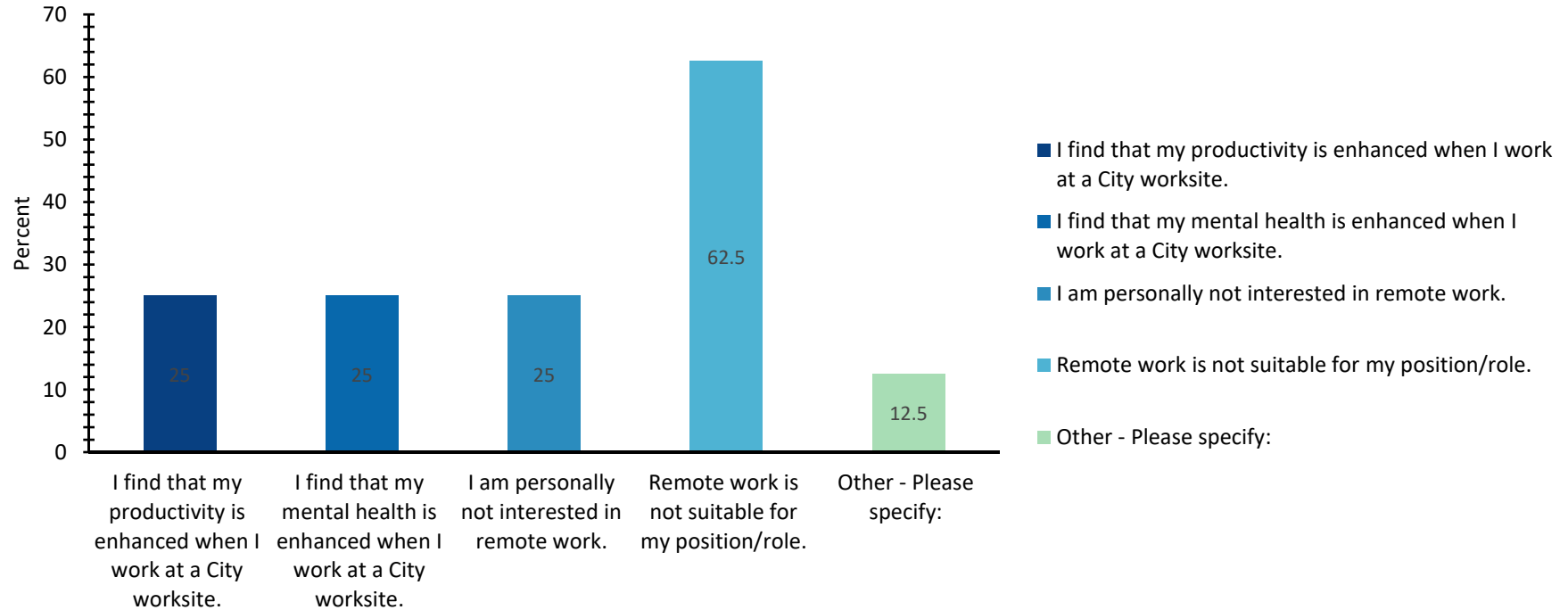
20% - Strategy and Project Support Office

19% - Office of the Chief Safety Officer

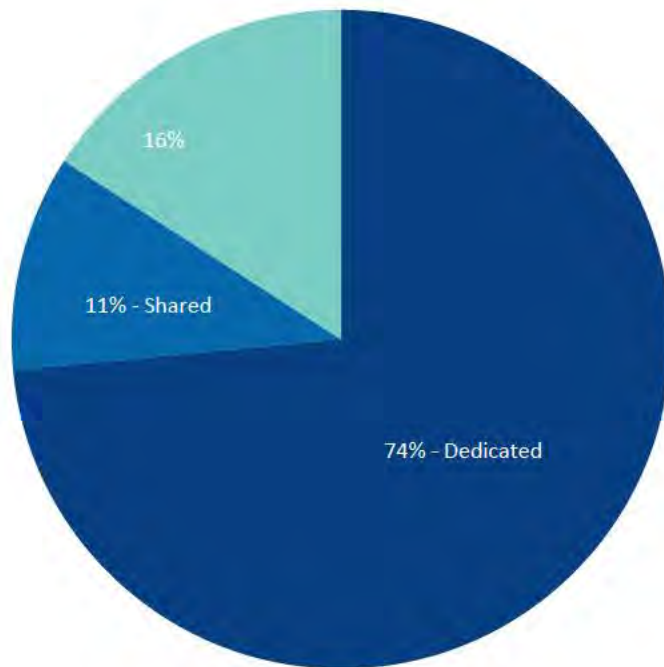
7% - Risk Management

- There are 150 respondents in 2024.
- 93.3% of respondents work remotely regularly at least one day/week.
- 65% respondents shared they work either 1 or 2 days from a City worksite.
- 94.9% of respondents share that teammates and team leaders are responsive when they need them for urgent matters.
- 87% of respondents share it is easy to collaborate or brainstorm with co-workers.
- 79.7% of respondents share that their team feels cohesive and inclusive.

Reasons why working fully on-site



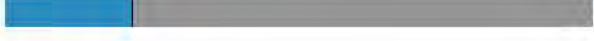




Workspace at City Worksites








- I am assigned a dedicated workstation/office.
- I share an assigned dedicated workstation with a co-worker.
- I use a hoteling workstation, which I book using a department-specific method (n)




11.How often do you typically meet in-person with your manager?

| Value | | Percent | Count |
|-----------------------|------------------------------------------------------------------------------------|---------|-------|
| Multiple times a week |  | 21.6% | 32 |
| Once a week |  | 43.2% | 64 |
| Once every 2 weeks |  | 15.5% | 23 |
| Once a month |  | 10.1% | 15 |
| Other - Write In |  | 9.5% | 14 |
| Totals | | | 148 |






12.How often do you have in-person team meetings each month?

| Value | | Percent | Count |
|-----------------------|------------------------------------------------------------------------------------|---------|-------|
| Multiple times a week |  | 9.5% | 14 |
| Once a week |  | 37.2% | 55 |
| Once every 2 weeks |  | 14.2% | 21 |
| Once a month |  | 25.7% | 38 |
| Other - Write In |  | 13.5% | 20 |
| Totals | | | 148 |

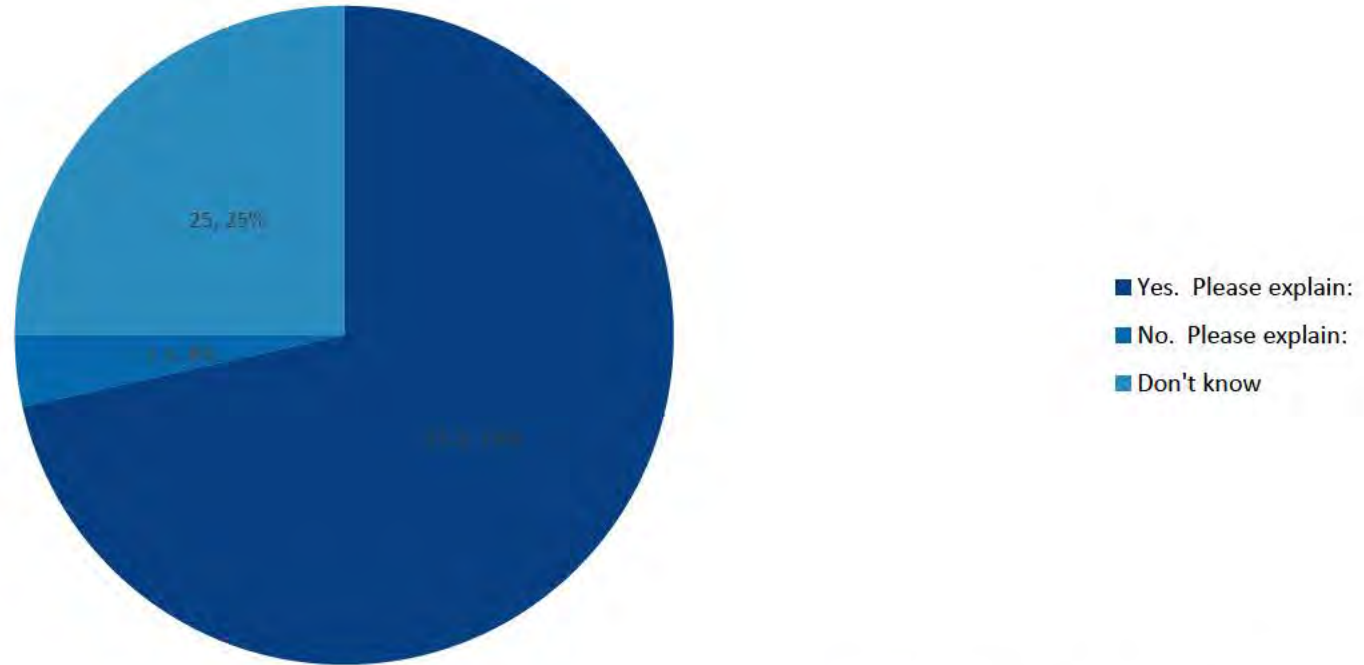
17.What most accurately describes your working space when you are working at a City worksite?

| Value | | Percent | Count |
|--------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|---------|-------|
| I am assigned a dedicated workstation/office. |  | 73.5% | 97 |
| I share an assigned dedicated workstation with a co-worker. |  | 10.6% | 14 |
| I use a hoteling workstation, which I book using a department-specific method (not Service Now). |  | 15.9% | 21 |
| Totals | | | 132 |

25.How often do you meet with each of your staff for an in-person meeting?

| Value | | Percent | Count |
|-----------------------|------------------------------------------------------------------------------------|---------|-------|
| Multiple times a week |  | 26.8% | 11 |
| Once a week |  | 31.7% | 13 |
| Once every 2 weeks |  | 19.5% | 8 |
| Once a month |  | 9.8% | 4 |
| Other - Write In |  | 12.2% | 5 |
| Totals | | | 41 |

21. "Flexible work will help the City meet its equity objectives" is one of the guiding principles of the City's Flexible Work Program. In your experience, has flexible work made the City a more equitable place to work?



From: "Mochrie, Paul" <Paul.Mochrie@vancouver.ca>
To: "Zammar, Jimmy" <Jimmy.Zammar@vancouver.ca>
Date: 6/9/2025 12:48:00 PM
Subject: RE: Flexible Work - Process and Rationale

Thanks for sharing this, Jimmy.
Paul

From: Zammar, Jimmy
Sent: Monday, June 9, 2025 9:49 AM
To: Mochrie, Paul ; LaClaire, Lon ; Scollard, Taryn
Subject: FW: Flexible Work - Process and Rationale

From: Rana, Preet <Preet.Rana@vancouver.ca>
Sent: Friday, June 6, 2025 7:40 AM
To: Zammar, Jimmy <Jimmy.Zammar@vancouver.ca>
Cc: Goldsmith, Simon <Simon.Goldsmith@vancouver.ca>
Subject: Flexible Work - Process and Rationale

Hello Jimmy:

Please see below some key points to consider ahead of next week's town hall:

Flexible Work Program Review – Process and Rationale

- The Flexible Work Program team facilitated several discussions over the course of a number of months with CLT around potential flexible work program changes.
- To support an informed decision, the CLT reviewed and considered:
 - flexible work survey results (conducted in September 2024);
 - jurisdictional scan information of practices in other municipalities and crown corporations from across the region;
 - feedback from departmental leadership teams across the City that identified program strengths and opportunities;
 - input provided by the City's Flexible Work Committee that consists of representatives from a number of departments.
- Through this analysis, CLT recognized the value and benefits of the flexible work program, while also wanting to focus on enhancing organizational effectiveness and addressing some of the program issues that were identified through the various forms of feedback.
- Based on all of this information, CLT ultimately decided to implement a minimum requirement of three days per week working onsite at a City worksite for the entire organization.
- Some of the benefits identified in making this change include that greater onsite presence offers crucial access to leaders, encourages spontaneous connections, supports new employee integration, and improves coordination among departments,

- external stakeholders, and the public. It also recognizes the majority of the City's approximately 6,000 staff who regularly work onsite and do not have remote work options.
- CLT acknowledged and valued the excellent work accomplished by working remotely and wants to emphasize that this shift does not diminish those achievements. Rather, it reflects a growing understanding of the importance of team cohesion, the benefits of in-person collaboration, and feedback from both leadership and staff regarding opportunities for greater connection.
- Flexibility remains a key factor in recruitment and retention. We believe that this model strikes a reasonable balance while keeping us competitive in the job market.
- We've been purposeful about building in a transition period that will allow staff time to adjust, both personally and professionally, to this new model, while also providing departments with an opportunity to work through and address space concerns and other unknowns, and we will keep you informed with updates as they become available.

Thank you,

Preet Rana | Project Lead
 Email: Preet.Rana@vancouver.ca
 Telephone: s.15(1)(l)



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

This email is intended solely for the use of the individual or entity named above and contains information which is PRIVILEGED and CONFIDENTIAL. Any use of this communication by an unintended recipient is strictly prohibited. If you are not the intended recipient, please notify us by telephone and destroy this email.