

Senior Management Team Meeting #3/20 was held via video conference, on Thursday, December 10, 2020. The Chair John MacKenzie, called the meeting to order at 10:02 a.m.

1. INTRODUCTIONS

- John MacKenzie announced the departure of Glenn MacMillan, Senior Manager, STEP, Education and Training, who was offered the position of General Manager, Planning, Development and Restoration at the Lake Simcoe Region Conservation Authority.

2. MINUTES OF MEETING #2/20, HELD ON SEPTEMBER 24, 2020

Received.

3. CONSERVATION AUTHORITIES ACT UPDATE

The [presentation](#) is available on the [Senior Management Team Staff Hub](#) page.

Q: What would happen if TRCA's Executive Committee refuses to issue a permit for an MZO site?

A: A permit under an MZO cannot be refused, however TRCA will be setting appropriate permit conditions prior to the issuance of the permit, which an applicant could appeal to the Minister. Furthermore, TRCA is requesting statutory indemnity related to flood protection from the Province, where a permit that would typically be denied is granted.

Q: What may be included in the definition of "prescribed natural hazards"?

A: It is unclear at the moment, as the regulations have not been posted, but it is assumed that it will be consistent with other regulations.

Q: What are the key messages you would like to communicate to staff on this matter?

A: TRCA will continue to apply a science-based approach to its work. TRCA will continue to advocate for fulsome regulations, but, as a technical agency, will not engage in advocacy work related to the changes to the *Conservation Authorities Act*.

Q: How will the fee structures be adjusted if TRCA is required to participate in LPAT hearings to defend MZO permitting decisions?

A: Where TRCA is required to issue a permit for an MZO site, staff will try to address the fees through the agreement with the proponents. SMT members are encouraged to bring advice on full-cost accounting to SLT.

4. 2021 DIVISIONAL PRIORITIES

The [presentation](#) is available on the [Senior Management Team Staff Hub](#) page.

5. EMPLOYEE ENGAGEMENT UPDATE

The [presentation](#) is available on the [Senior Management Team Staff Hub](#) page.

A summary of actions taken by SMT members to engage staff working remotely:

- Weekly, bi-weekly, or monthly team touchpoint meetings.
- Celebrating team achievements during touchpoint meetings and through emails.
- Regular 1-on-1 chats with team members, held online or through physically-distanced in-person meetings.
- Regular communications through email and Teams throughout the day.
- Regular mentoring and coaching sessions.
- Weekly, bi-weekly, or monthly online social events, which may take the form of chats, online lunches or coffee breaks, game breaks (e.g., Pictionary or Jackbox), or personal development opportunities (e.g., cooking workshops, documentary screenings).
- Joint professional development opportunities (e.g., screening of professional webinars).

A summary of day-to-day recognition tactics used by SMT members:

- Sharing success stories during touchpoint meetings in Teams and through divisional chat streams.
- Communicating positive feedback from third parties to staff.
- Celebrating accomplishments during the PDP process.
- Sharing successes through the dedicated StaffHub Staff Recognition page.

What does it mean to you to inspire your team?

- Leading by example.
- Connecting staff daily activities to TRCA's vision and purpose to remind the team of the importance of their work.
- Highlighting the hard work but also the impact, showing positive outcomes for residents of our constituencies.

6. CORPORATE SERVICES UPDATE

- Remind employees of the year-end financial deadlines, especially to ensure that employees are submitting their employee expense claims on time.
- November metrics are due on December 11, 2020 and December metrics are due on January 8, 2021. Q4 2020 CPR reporting is due by February 16, 2021. Timely submission of metrics is paramount for accurate monthly and quarterly reporting.
- Strategic Business Planning and Performance developed a new presentation on the programs managed by the business unit.
- Updates to the policy program are coming in Q1 2021 with a focus on improved communications.
- A new PowerPoint presentation template will be coming shortly from the Communications, Marketing and Events.
- The [BBC StoryWorks Building a Better Future](#) documentary movie promoted TRCA's head office project and TRCA's programs and is a good example of international recognition for our efforts.
- All managers should aim to conduct comprehensive updates of all their publicly-facing webpages by the end of Q1 2021, to ensure that external partners have access to up-to-date accurate information.
- Where the project requires ITRM support or purchase of new equipment/software, ITRM should be consulted at the onset.

Q: Is TRCA considering the issuance of T2200 forms?

A: The Federal government is expected to announce a \$400 tax credit for employees working from home during COVID-19, which should be used by TRCA employees. The need to issue T2200 forms is being discussed.

7. Q&A WITH THE SENIOR LEADERSHIP TEAM

Q: Are there any status videos of the new head office?

A: There are no videos available at the moment, however pictures are available in Board reports and on the Staffhub.

Q: Have you considered ending TRCA's lease on the existing Head Office in advance of moving to the new building, to save money during the pandemic?

A: While TRCA has early termination clauses in its lease extensions, the idea of ending the lease during the pandemic is problematic, as it would create a logistical nightmare for the organization.

Q: What is the work from home (WFH) outlook for the post-pandemic era?

A: A new *Alternative Work Arrangements* policy will be coming in 2021, which will allow for WFH arrangements, comparable with those offered by the participating municipalities.

Q: What is the current plan for streamlining TRCA processes and approvals?

A: ITRM team and Finance are working on reducing the number of LotusNotes databases and streamlining approval processes.

Q: Will there be a corporate Christmas party this year?

A: It is not technologically feasible to have an organization-wide virtual event. SMT members are encouraged to host virtual Christmas parties at the business unit or division level.

The Chair adjourned the meeting at 12:01 p.m.
/am