

MEMORANDUM

DATE: November 26, 2021

TO: All Employees

FROM: Senior Leadership Team

RE: COVID-19 Update – Return-to-Work Office Planning and Flexible Work Arrangements Update

With employee health and safety continuing to be TRCA's top priority, we are pleased to share an update on TRCA's return to office planning. While this will be a transition for some TRCA employees who quickly adapted to remote work at the commencement of the pandemic, we also want to recognize all the employees who continued to work at our sites, facilities and in the field with minimal service disruption. We know that this was a significant change for everyone, and we appreciate your agility and commitment to deliver on TRCA's important work whether you did so remotely or in person.

In our July 15, 2021 all staff communication, we shared that flexible and remote work arrangements as a result of the pandemic would continue through to the end of December 31, 2021 with a planned transition back to the office in January 2022. As a Senior Leadership Team, we committed to providing employees with 3 weeks' notice prior to the return. As we are nearing the end of the year, Senior Leadership Team has developed a phased strategy, in alignment with our municipal partners, to provide employees with the opportunity to slowly reintegrate to the workplace in a healthy and safe manner. **This memorandum serves as official notice of TRCA's return to office effective January 24, 2022.**

We want to assure employees that several health and safety protocols have been and continue to be put in place in our offices that align with both public health and best practice information, to safeguard everyone's health and safety. In addition, mandatory health and safety training will be released November 30, 2021 that will outline our health and safety requirements and protocols that are required to be followed by all employees. This training will be mandatory for all employees and will be required to be completed by January 14, 2022 via TRCA's Learning Management System (LMS).

Phase 1 (Jan. 24th, 2022) and Phase 2 (Feb. 21st, 2022):

Upon the re-opening of our offices on January 24, 2022, employees will return to the office 1 day per week in Phase 1, which spans January 24 – February 20, 2022. This will increase to 2 days in office per week for Phase 2 which spans February 21 – March 20, 2022. The objective for Phase 1 is to have those employees who have been working remotely during the pandemic to reintegrate back to the office in a limited capacity. The intention of Phase 2 is to build on Phase 1 with the lens of recapturing the benefits of in-person collaboration; that is, fostering more connected communications and collaboration, establishing more meaningful relationships, and creating an enhanced work culture, among others.

During both Phase 1 and 2, TRCA offices that are not currently open to the public will continue to be closed to the public. This will ensure employees have an opportunity to focus on their reintegration and becoming acquainted with the office health and safety protocols prior to welcoming back the public to our offices.

Phase 3 (March 21st, 2022):

As we have been planning over the last several months of what working arrangements will look like upon Phase 3, we have incorporated your feedback from the engagement survey, aligned with our partners and stakeholders, and conducted extensive research on emerging workspace best practices. It was clear from this analysis that our work model needed to evolve and that our current and future workforce prefer a “hybrid model”, which allows for a mix of working from the office and remotely, or working with flexibility in start times (flex time), where practical.

As such, we are pleased to share that TRCA will be shifting to a hybrid workplace model through our Flexible Work Arrangements (FWA) policy in Phase 3 of our return to office. The policy provides employees, where practical, the opportunity to request a flexible work arrangement of remote work up to 50% per month. It also provides a flex time opportunity with the potential of start times outside of standard office hours. FWA participation is voluntary and will require approval of employees' immediate supervisor, which will be based on things like the nature of the position, service delivery etc. We feel that this flexibility and combination of in-person and remote work will give employees the freedom to do their best work while staying connected to our colleagues and partners. The new Flexible Work Arrangements policy will be shared with employees on December 1, 2021, to streamline preparations for the Phase 3. The release will follow standard policy communication procedures, including Manager Tactical Calls.

Please note that while the above timelines may be subject to adjustment based on changes to the Provincial Roadmap to Reopening.

Next Steps and Required Action

Additional return to office planning continues to be our focus, including reassessing our workspaces, creation of “neighborhoods” based on task/groups, technology acquisitions (e.g. procuring a desk booking system), and development of training programs, among others. We will continue to share updates over the next few months as we further refine our office space and technological requirements. In terms of immediate action items and timelines from now to until the new year, the following are activities you should be aware of:

- **From now until December 17th, 2021:** Managers and/or supervisors will be speaking with employees to establish the in-office days for Phase 1 and Phase 2 of TRCA’s return to office.
- **From now until December 23, 2021:** Managers and/or supervisors will be speaking and arranging with employees planned desk clean-up day(s) to clear any items from their current permanent desks.
- **The week of January 10th, 2022:** Staff at 101 Exchange will be informed of their divisional neighbourhoods and given floorplans indicating where they will be situated. The neighbourhoods are expected be similar to where staff were seated prior to COVID-19. Satellite office staff will also receive further information from their respective office managers.
- **Last week of November until January 14th, 2022:** Complete TRCA COVID-19 Employee Health and Safety training through the Learning Management System (Ceridian Dayforce Module). *This training is mandatory and required to be completed by all employees no later than January 14, 2022.* The training will cover the several protocols that the TRCA has developed to ensure the health and safety of our employees and that of the public, inclusive of a Daily COVID-19 Screening Checklist; Hygiene & Physical Distancing Protocols; Incident Reporting Requirements; Employee Cleaning Protocols; Proper Use and Disposal of Masks; Vehicle Usage Requirements; and Visitor Protocols, among others.

To help with the above-mentioned immediate actions items, we have attached the following documents for your reference:

- Attachment 1: Guideline for Desk Decluttering
- Attachment 2: Records and Information Guideline
- Attachment 3: Initial FAQs*

*Note that a portal to ask further questions will be live in the coming weeks on the Staff-Hub on the Employee Engagement Page under Flexible Work Arrangements

We will continue to share updates over the coming months about FWA and your role in building the workplace of the future.