



# Toronto and Region Conservation Authority

## Senior Management Team Meeting Agenda

December 8, 2022

10:00 A.M.

The meeting will be conducted via video conference

Pages

**1. STAFF INTRODUCTIONS**

John MacKenzie, Chief Executive Officer

- Brian Moyle, Senior Manager, Enforcement and Compliance

**2. MINUTES OF MEETING HELD ON SEPTEMBER 29, 2022**

**2.1 Minutes Link**

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**3. PRESENTATIONS**

**3.1 UPDATE ON GOVERNMENT ENGAGEMENT INITIATIVES – DURHAM AND TORONTO REGIONS (15 minutes)**

Johanna Kyte, Government Relations Specialist - Durham and Toronto Watersheds

**4. EMPLOYEE ENGAGEMENT ACTION PLANNING - UPDATE (10 minutes)**

Natalie Blake, Chief Human Resources Officer

**5. 2023 HIRING AND RECRUITMENT STRATEGY - UPDATE (25 minutes)**

Natalie Blake, Chief Human Resources Officer and Ian Kennedy, Manager, Human Resources

6. **BILL 23, BUILD MORE HOMES FASTER ACT - UPDATE (10 minutes)**  
John MacKenzie, Chief Executive Office and Laurie Nelson, Director, Policy Planning
7. **REGIONAL WATERSHED ALLIANCE - UPDATE (10 minutes)**  
Victoria Kramkowski, Government Relations Specialist - Peel and York Watersheds
8. **Q & A WITH SENIOR LEADERSHIP TEAM (20 minutes)**

**Senior Management Team Meeting #3/22 was held via video conference, on Thursday, September 29, 2022. The Chair John MacKenzie, called the meeting to order at 10:02 a.m.**

**1. STAFF INTRODUCTIONS**

John MacKenzie, Chief Executive Officer, welcomed everyone to the meeting. Over the last few months, there have been a number of new staff, internal promotions and retirement announcements. He recognized Nancy Gaffney, Government and Community Relations Specialist, Toronto/Durham Watersheds, who will be retiring in November. Johanna Kyte started in early September and will be taking over Nancy's portfolio.

Lisa Turnbull, Associate Director, Professional Services, welcomed Amy Roots, Senior Manager, Special Projects, Professional Services.

Richard Ubbens, Director, Conservation Parks and Lands, welcomed Ian Boyd, Senior Manager, Conservation Parks who is taking over the role from Doug Miller. Richard recognized Doug, who has been with the TRCA for over 36 years and will be officially retiring as of September 30, 2022.

Sameer Dhalla, Director, Development and Engineering Services, welcomed Matt Derro, Senior Manager, Flood Infrastructure and Hydrometrics, Engineering Services.

**2. MINUTES OF MEETING HELD ON MAY 12, 2022**

**2.1 Minutes Link**

Approved.

**3. PRESENTATIONS**

**3.1 TRCA YOUTH COUNCIL (10 min)**

Victoria Kramkowski, Government and Community Relations Specialist, Peel/York Watershed provided an overview of TRCA's Youth Council and related initiatives. She identified ways for staff to engage on various projects.

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

**4. EMPLOYEE ENGAGEMENT ACTION PLANNING (20 min)**

Natalie Blake, Chief Human Resources Officer, provided a status update of the Employee Engagement Program and shared some information and statistics that demonstrate what a significant impact our leaders have on employee engagement. The survey found that employees want to be informed, want to have the opportunity to interact with our leaders and to be involved in decisions that affect their work life.

Staff are asked to review their Action Plans at the divisional level to see if they meet the original ask, by identifying tangible and measurable actions associated with the desired goal. It is expected to have around nine (9) goals so that they are achievable. If any adjustments are made, they should be submitted to your director for review and submitted to Natalie by October 28th. SLT will be looking for each divisional SMT to nominate a member of their team to provide an update at the upcoming SMT meetings.

**Q:** Dan Hipple asked questions on the nature of the Action Plans and why they were being requested to be conducted at a divisional level versus corporately.

**A:** John MacKenzie responded that there had been a major effort made corporately on employee engagement with some uptake and interest but based on the information in the survey some of the Actions needed to address needs identified in the employee engagement survey such as specific approaches to staff recognition, are best developed and executed by people leaders recognizing the specific context of their division. John thanked Dan for raising the question.

Finally, Manager Scorecards will be released this year. These scorecards are only established where there are a minimum of four (4) respondents to the survey. Managers are encouraged to work with their direct manager to support their continued development. While it will not be mandatory for managers to share the scorecards, it will be strongly encouraged.

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

**Q:** Will the Manager Scorecards include all reports or just direct reports?

**A:** They will only include immediate direct reports and will only be generated for those with four (4) or more direct reports.

**Q:** Are we able to expense gift cards purchased for our staff in recognition?

**A:** No, gift cards are not an eligible expense.

## **5. FLEXIBLE WORK ARRANGEMENT UPDATE (10 min)**

Natalie Blake provided an update to the Flexible Working Arrangements policy, which has been updated to include a revised Flexible Work Arrangements Agreement Form to support TRCA's changes to the existing Hybrid work model. Effective October 17, 2022, the policy will support eligible staff to work remotely up to 4 days per week, based on discussion with and approval from their supervisor. This policy will be reviewed every 6 months. Manager Tactical Calls will be scheduled for October 4th and 5th and sent out to all staff on October 6th. More information is available on the [Staff Hub](#).

**Q:** Will we be able or required to prescribe in-office days for our teams or will those be up to the individual staff to choose their preferred days?

**A:** Prescribed in office days is not required, however, any preferred in-office days should be brought up to the Manager and should make sense to encourage collaboration amongst members of the team. We do encourage as much in-

person collaboration with your teams and relevant members of other divisions as possible on the in-person office days.

**6. UPDATE ON NEW ADMINISTRATIVE BUILDING AND SMART COMMUTE (10 min)**

Michael Tolensky, Chief Financial and Operating Officer, provided a status update on the New Administration Building, Smart Commute and Parking at Black Creek Pioneer Village. TRCA is expected to move-in May/June 2023. A portion of Black Creek Pioneer Village Lot will be allocated for parking to head office staff and a number of security upgrades and general improvements have been considered. SLT will further assess potential amendments to employees' benefits regarding smart commute options and parking considering potential considerations for staff that help reduce emissions from commuting that contribute to climate change (ex/ carpooling, among others).

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

**7. COMPENSATION REVIEW - UPDATE (10 min)**

Natalie Blake provided an update on TRCA's comprehensive compensation review, supported by LifeWorks, TRCA's compensation consultant. Staff are encouraged to review the memo that was distributed on September 26, 2022, which provided a comprehensive look at the compensation review project. Phase 1 has been successfully completed and we are nearing completion on Phase 2, which consists of job description reviews, harmonization, and updates.

A significant amount of work has been completed including LifeWorks and HR updating all TRCA job descriptions to new templates and creating harmonized position job descriptions where feasible. All updated job descriptions are now being reviewed by senior management and will be returned to HR and LifeWorks for a quality assurance review. As we near completion of Phase 2, we would like to thank SMT for their input and support as we continue to work with LifeWorks on finalizing updates to standardize and consolidate TRCA's job descriptions.

Senior management has been apprising staff in our participating municipalities that we are undertaking this compensation review and that TRCA may need increased funding to address cost of living and compensation review considerations. We will continue to provide our own staff with updates as we progress through the next phases of this project and how to determine what is reasonable for us to implement.

**8. Q & A WITH SENIOR LEADERSHIP TEAM (20 min)**

**Q:** Will there be an opportunity to include indigenous acknowledgement and representation at various events?

**A:** Yes, there will be opportunities to help guide staff through the process, beyond the Duty to Consult when conducting work for senior levels of government. At the Regional Watershed Alliance meeting held on September 28th, the Indigenous Engagement Working Group was able to provide a

comprehensive update. To review the presentation, please click [here](#). If there are specific initiatives you have questions about, please direct them to Sonia Dhir who will bring them up to the Working Group.

**Q:** How are we to manage the expectations of staff who have heard rumors about the upcoming changes to the Flexible Working Arrangements policy?

**A:** Manager Tactical Calls are booked for October 4th and October 5th, but we will consider advancing the timeline for communications to all staff. Until then, we do ask that managers refrain from sharing this information prior to those calls.

Darryl Gray, Director, Education and Training reminded everyone about the events recognizing National Day for Truth and Reconciliation on September 30th.

The Chair adjourned the meeting at 11:44 a.m.

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