

People and Operations Update

Date: June 25, 2021
To: Board of Directors of the Toronto Atmospheric Fund
From: Vice President, Strategy and Partnerships

SUMMARY

An update on TAF's People & Operations activity is provided, drawing on content originally prepared for the Executive Compensation and Performance Review Committee in April 2021.

STAFFING UPDATE

Our TAF team has evolved in the past year; currently we are 24 staff with one role currently being recruited, and one role on secondment (Mary Pickering; VP Partnerships & Strategy). We've said goodbye to a few great people, promoted some key players, and have added new roles to increase capacity where needed. Below is an overview; an organizational chart is included as Attachment 1.

People & Operations Team

This team has evolved significantly in the last 12-18 months and now covers People (Human Resources) and Operations (Administration, Governance, and Office Management). The team includes:

- Jaime Klein, who has been promoted to People & Operations Manager to lead staff engagement and support activities, manage hiring, onboarding and offboarding processes, manage Governance function and processes, and lead activities to improve TAF staff well-being, productivity and impact.
- Jillaine Yee joined TAF in January 2021 to provide day-to-day office management and administration, IT support, information management and coordinative duties. Jillaine also provides half-time dedicated support to the Impact Investing team to manage key administrative duties.

The team is supported by:

- Ian Klesmer, Director of Strategy and Grants, on designing and planning key strategic processes, including Annual Planning, Strategic Planning, liaising with the Low Carbon Cities Canada (LC3) network and other activities to improve how we work and our total impact
- An external Certified Human Resources Professional (CHRP) consultant as needed
- Fatima Crerar, who joined as VP Partnerships & Strategy in November 2019. Fatima provides direction, oversight, executive support and leadership to the People & Operations team and is accountable for improving staff retention and growth,

ensuring a high degree of staff satisfaction and engagement, and identifying and leading activities to improve how we work at TAF.

Retrofits Team

Our biggest program team has been re-organized to support the shift from “demonstration” to “scaling” retrofit activity. This move aligns with our Strategic Directions (2019-2022) objective and is a major area of opportunity for significant carbon reductions in post-pandemic recovery. Note the new team name – we have re-branded from TowerWise for clarity and update of purpose and function.

- Bryan Purcell, VP Policy & Programs provides strategic direction, oversight, executive support and leadership for this team.
- Promoted to Low Carbon Buildings Senior Manager, Keith Burrows is responsible for overseeing strategy implementation for TAF’s retrofit programs, including managing TAF’s Retrofits Team, tracking and reporting on key metrics, and ensuring coordination with TAF’s broader retrofits/existing buildings work and objectives.
- Kaitlin Carroll was promoted to Retrofit Services Manager, to be responsible for coordinating and leading initiatives related to testing and evaluating new products and services to deepen energy, indoor environmental quality (IEQ) and other retrofit outcomes, and providing input and coordinative support on retrofit projects as a technical lead.
- A Building Environmental Researcher has been hired to fill a vacant role. Elli Shahan, reporting to Kaitlin Carroll, will provide technical and research and support to the team.
- Paruksheen Dhunjisha joined the Retrofits Team as Project Management Lead, filling another vacant role. She will provide critical project management support across all Retrofit Team activities.

Transportation Electrification Team (new!)

This focus area has been amped up with the recent award of \$2 million from NRCan to design and deploy a funding program to support the installation of Level 2 and 3 chargers across the GTHA over the next 3 years. A range of other policy and practical is also underway.

- Ian Klesmer, Director Strategy & Grants, will oversee program delivery and provide management support and executive leadership to this work.
- We are currently recruiting for a dedicated Program Manager to operate day-to-day program elements, work directly with interested parties, collaborate internally with other TAF teams providing support to this program, and ensure the successful delivery overall.

Policy Team

The Policy Team at TAF participates in key policy processes to advance municipal, provincial and federal regulations, standards, policies and programs in line with our net-zero by 2050 targets. Activity includes stakeholder engagement and mobilization, formal submissions and deputations, and policy research and development.

- The Policy team is led by Bryan Purcell, VP Policy & Programs.
- Evan Wiseman joined TAF as Climate Policy Manager in January 2020 to lead activities which advance and secure effective climate policy, at all levels of

government. This includes participation in key consultations, engaging with stakeholders, outreach to government staff and officials, contributing to campaign strategy and content, as well as other strategic activities to advance our policy goals.

- Margot Whittington will start as Climate Policy Analyst in May. In the past, the junior policy position was at the Coordinator level (L1). We re-evaluated the role this year, and our research revealed that Analyst (L2) is better aligned with the skills that we need to achieve our objectives. This role will provide a strong supporting foundation to the Policy Team, including through research and analysis, rapid response development, and coordinative support to advance the team's goals.

Carbon and Co-Benefits Quantification Team

This team provides a vital function for TAF's mandate, reviewing and evaluating all grants and impact investing opportunities to ensure strong carbon outcomes, as well as providing strategic activities to ensure accountability and rigour in quantification and evaluation, through the annual greenhouse gas (GHG) Inventory, the Carbon Data Network, and other research assignments. The team is also providing support to the LC3 network on impact measurement, key performance indicators (KPIs) and accompanying methodology for reporting.

- Bryan Purcell, VP Policy & Programs provides strategic direction, oversight, executive support and leadership for this team.
- As Carbon and Co-Benefits Quantification Manager, Maryam Shekarrizfard leads research and analysis of carbon emissions, co-benefits and energy use across TAF's region.
- Juan Sotes stepped into the role as Interim Manager in 2019 to cover Maryam's maternity leave and we have been fortunate to be able to retain Juan as Carbon and Co-Benefits Quantification Analyst when Maryam rejoined in 2020.
- Ekaterina Tzekova returned to TAF in the new role of Director, Research & Innovation. This function will provide centralize perspective, quality control and strategy for all internal- and externally-supported research, and ensure that research outcomes and findings are shared, disseminated and integrated to advance our climate work. Beyond the 'Quant' team, she will also support innovative projects and approaches throughout the organization.
- This team has and will continue to host interns to support research and other projects.

Finance Team

The Finance team's scope increased to include deploying the Canada fund and new reporting requirements. There are several overall improvements in queue for this team in 2021 including new software to support three fund accounting.

- Rob Wotten joined TAF as Director of Finance in February 2020.
- Chris Vincent has been in the Accountant role since 2009.

Impact Investing Team

This team has seen some growth and change since late 2019 and building capacity on this team is a focus in 2021.

- Tim Stoate, VP, Impact Investing provides strategic direction, oversight, executive support and leadership.

- In October 2019, the team added an Investment Partnerships Manager. In this role, Tracy Haynes is working to grow our direct investing reach by identifying and cultivating collaborative relationships with co-investors, funders and off-takers, with a goal of mobilizing greater capital for low-carbon solutions.
- Following a year-long leave to pursue an MBA, Nicole Leite has returned to TAF in the newly scoped role of Director, Impact Investing. Nicole will add vital leadership capacity to origination, due diligence, structuring and approval of new investments, with supervisory direction from Tim Stoate.
- Ariel Sharir has recently joined the team as Impact Investing Analyst.
- Jillaine Yee provides administrative support (two days/week).

Communications Team

The Communications team, like the Quantification team, provides critical capacity to TAF's mandate, supporting all of TAF's programs, granting, investing, policy and other outreach activities; as well as engages externally with other communications allies to advance our climate goals.

- Fatima Crerar provides team oversight, direction, editorial review, executive support and communications guidance to the team.
- Julie Leach returned as TAF's Communications Manager from maternity leave in February 2020, to lead and oversee end-to-end production of all TAF's communications, provide communications strategy to key campaign efforts, ensure TAF has a strong and consistent presence externally, and identify new areas of opportunity to improve TAF's brand presence and communications effectiveness.
- Yvonne Rebeiro, Communications Coordinator, filled a vacant and gapped position, to provide social media community management, content development, regular communications data and analytics, internal communications support across TAF teams, and overall project management support.

Grants Team

The Grants team manages all aspects of TAF's Grants program, from identifying opportunities to cultivating potential grants projects. The team also oversees the disbursement of TAF grants against expected deliverables, provides strategic input to increase project success and offers capacity-building support to increase high quality project ideas.

- Ian Klesmer, Director of Strategy and Grants, provides executive leadership, strategy, direction and input for the Grants program.
- Day-to-day functions are handled by Ryan O'Connor, Grants Manager.
- This team is seeking an intern to add capacity into new areas of potential including increasing equity and power-sharing in our grant-making, increasing collaborative and innovative co-funding, and/or cultivation in new areas such as low-carbon industrial processes (high sources of emissions in Mississauga and Hamilton).

SUCCESSION AND RETENTION

We recognize and have experienced the strain of unexpected staff departures on the team and on our ability to achieve our mandate. We also have several fantastic TAFers who show strong long-term leadership promise for the organization. Our strategy is to be better prepared to ensure continuity and excellence of our work, even amid change, and ensure we maintain the kind of team we need to do our work.

Retention planning

Whether someone is due to retire, planning a departure, a flight or poaching risk, a consistently strong performer or a rising superstar – we want to undertake an assessment to ensure we are taking the right actions for the right outcomes. The People & Operations team will initiate an exercise to help us identify key TAFers for retention and will rely on this committee for input on the findings and recommendations.

Employment contract improvements

Wherever possible we are also adjusting contracts for staff whose roles are not directly funded by the endowment (i.e. roles which rely on external fundraising or internal allocation) to minimum of two-years to increase stability for staff, ensure we have a competitive employment offers for new recruits. This also has the additional benefit will help us to reduce time and effort on contract renewal for supervisors.

STAFF DEVELOPMENT AND CONTINUOUS LEARNING

TAF strives to be a “learning organization”. This includes a commitment to supporting the personal and professional development of employees, to improve their performance, support their long- term career objectives, promote satisfaction, productivity and retention and help achieve our mandate. In late 2019 we established a Professional Development (PD) Policy and Program which includes an annual budget for both individual PD, as well as team and organization-wide training.

Team-wide training undertaken since 2020:

- **Leadership and management training:** all supervisors participated. We covered three topics in three sessions: The Role of a Leader, Mastering Coaching, and Mastering Feedback
- **DiSC assessments:** all staff completed a personality test and participated a two-hour workshop that looks to understand our natural behavior, intrinsic motivations, and how to approach working together and building better cross-team relationships.
- **Unconscious bias and allyship:** All staff participated in the two-part training to learn about unconscious bias, how it works, and how confronting our bias can help us be more effective.
- **Media training:** A first cohort including Bryan, Julia and Tim, participated in professionally-led media training. A second cohort is being planned for Q3 2021.

Individual learning undertaken since 2020

- Ryan O'Connor, Grants Manager: Proposal Analysis in Grantmaking, hosted by The Grantmaking School
- Jaime Klein, People & Operations Manager: Human Resources Management Courses at University of Toronto School of Continuing Studies. Three courses to complete a Human Resources Essentials Certificate
- Kaitlin Carroll, Retrofit Services Manager: Foundations of Project Management, University of Toronto - School for Continuing Education
- Tracy Haynes, Investment Partnerships Manager: Canadian Securities Institute (CSI), Certificate in Commercial Credit (CICC)
- Evan Wiseman, Climate Policy Manager: Passivehouse Canada, Understanding Building Codes

- Yvonne Rebeiro, Communications Coordinator: Communications Training Webinar - Engaging Email Outreach & Engineering Effective Events
- Jillaine Yee, Administrative Assistant: Digital Workshop on organizational change management and new process onboarding
- Nicole Leite, Impact Investing Director: INSEAD MBA (partial funding)

EQUITY, DIVERSITY AND INCLUSION

Addressing issues to improve equity, diversity and inclusion (EDI) at TAF -- in our work and in our organization -- emerged as a priority to staff in 2019, and various actions have been taken including:

Staff Working Group to advance this priority. In 2019, we established a staff-led group to support equitable, diverse, and inclusive practices at TAF. The current focus of the EDI Working Group is to increase internal education, awareness and action in the workplace, as well as to advance our understanding of social issues which intersect with climate work. The Working Group meets monthly, hosted by a rotating Chair, and is endorsed by TAF's Senior Management Team to identify and bring forward ideas throughout the year.

Encouraging dialogue and learning together. The EDI working group seeks to engage staff in group discussions, by sharing resources such as podcasts, blogs, TED talks, etc. and hosting lunch and learns, conversations on Slack and other fora. The goal is to encourage more regular and open dialogue and engage in shared learning and conversation, to advance our individual thinking, awareness and understanding.

Improving our Recruitment Practices. In late 2020, we started using a new software platform called Applied which is having a positive impact in terms of improving inclusivity in our hiring, significantly improving efficiency for the hiring team, and creating a positive experience for TAF candidates which strengthens TAF's employer brand. More specifically, it has improved our recruitment by:

1. Addressing confirmation bias by enabling candidates to start their application with TAF by answering a series of work-related questions to test and evaluate their most relevant skills. Responses are anonymized, randomized and re-organized for evaluation question-by-question rather than by candidate. This prevents confirmation bias and also allows for a fast and efficient review. Reviewers use the same reference in the evaluation process to maintain consistency.
2. Improving accessibility and inclusiveness of TAF's job descriptions. Applied uses a text analyzer tool including a gender decoder for job ads to identify biased language and suggest alternative wording. This helps us create job descriptions which will be of interest and relevance to a wider range of people without reducing qualification expectations.
3. Collecting and reviewing demographic information. Applied provides reporting to allow us to ensure equitable representation throughout the hiring process, from promoting the role to final candidate selection.

Tracking Staff and Applicant Diversity Metrics. In 2019, TAF became a signatory of the [Equal by 30 Campaign](#), which "asks companies and governments to endorse

principles of equal pay, equal leadership and equal opportunities, and to take concrete action to close the gender gap in the clean energy sector”. As a signatory, we have established our own commitments. These are:

1. Maintain equal representation of women across TAF’s total staff, and at least 30 per cent representation at each level (senior management and non-senior management).
2. Achieve and maintain equal representation of women on each of TAF’s committees.
3. Strive for equal representation of women on TAF’s Board of Directors. Recognizing that Board Members are appointed by Toronto City Council, convey our commitment to equality and diversity to the City of Toronto Public Appointments office with a request to actively adopt equity and diversity in the recruitment and selection process.
4. Report publicly on our progress on commitments 1-3 above. Share our experiences and lessons learned where possible. Be transparent and fully accountable to our stakeholders.
5. Ensure that all HR and recruitment activities are clear and reflective of TAF’s commitment to equity, diversity and inclusion; this includes clear documentation of supportive policies that allow flexibility for different needs (ie. flex hours, work from home, parental leave, etc.).

In order to understand if our EDI efforts are making an impact, we need a baseline understanding of the diversities that already exist in our team, we need to be transparent and track change over time. We issue an annual diversity survey for anonymous completion. Our first survey went to TAF Staff in 2020, and the second edition included TAF Board and Committees in 2021.

COMPENSATION

Staff Compensation

TAF takes a “Total Rewards” approach to compensation, looking at the total spectrum of compensation, perks and incentives we can provide. At this time our program includes:

- **Direct compensation:** base salary, annual cost of living adjustments, and merit-based bonuses or salary increases.
- **Paid time off:** starting with three weeks of vacation per year and increasing at scheduled seniority intervals
- **Paid personal days:** up to 15 days per year for sick days or any other personal or family needs.
- **Benefits:** including health, dental and life insurance.
- **Individual growth:** including funding towards learning, job advancement opportunities, and mentorship/coaching.
- **RRSP contribution:** permanent staff are eligible after probationary period and contract staff are eligible after 12 months; calculated based on salary with 6% of gross pay up to the Yearly Maximum Pensionable Earnings limit (\$58,700 in 2020), then 7.5% of gross pay above the limit.
- **Flexible and positive work environment:** TAF seeks to be transparent, adaptive and responsive to staff, developing a culture of high performance, supportive of

work/life blend and balance, with regular team building and social opportunities to build trust and a collegial workplace.

To support our #VirtualTAF team during the COVID pandemic, we have also introduced:

- Cellular phone and internet subsidies for all staff
- Cash stipend for home office setup needs (up to \$500 available per team member).
- Two Fridays off in April 2021 and one in July 2021 to offer org-wide rest and relaxation.

Compensation Study

Our last complete review of job descriptions and compensation study was completed in 2018. We will be undertaking a new study in 2021, with a focus on ensuring a TAF's competitive positioning in the market, a minimum liveable wage for our Level 1 (junior) employees, fairness across all staff, and transparency of expectations/responsibilities at each job level to support advancement.

Health benefits update

Adjustments to our benefits plan were made in February 2021 to manage increasing costs and to improve fairness. Term contract and permanent staff now receive the same level of benefits for health and dental care. We will be exploring options for further improving our benefits plan, which could include joining a larger group program.

HR INFO SYSTEMS

As we grow, our manual systems become less efficient and effective. In addition to using Applied to track and manage recruiting, we've added an employee HR database called Humi. Humi is helping automate manual tasks such as tracking employee contact info, time off, training, and contract details. The Humi platform ensures significantly greater efficiency and accuracy, and allows staff and supervisors to "self-serve" versus relying on email requests to the People & Operations Team. Humi also offers other features (including payroll, benefits, and performance review management) that we may consider over time.

CONTACT

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SIGNATURE

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ATTACHMENTS

1. TAF Organizational Chart