

Organizational Restructure of Resources

Date: February 4, 2021

To: The Board of Governors of Exhibition Place

From: Don Boyle, Chief Executive Officer

Wards: All Wards

SUMMARY

This report provides an update on the human resource realignment to meet strategic priorities and operational needs that improve overall service operations and client services at Exhibition Place.

RECOMMENDATIONS

The Chief Executive Officer recommends that:

1. The Board receive this report for information.

FINANCIAL IMPACT

The realignment of human resources resulted in a net savings of \$160,000 for salaries, benefits, and shared services costs.

DECISION HISTORY

The Exhibition Place 2017 - 2019 Strategic Plan has an Organization and Staffing Goal to rework the Exhibition Place corporate governance system to reflect current best practices in complex board environments.

COMMENTS

This brief outlines the recent human resource realignment at Exhibition Place. The changes were accommodated within the existing 2021 budget envelope, the

realignment will result in numerous efficiencies for the organization. These changes commenced on January 1, 2021.

Service Context:

The goal of these changes strives to continuously improve the delivery of Exhibition Place's range of comprehensive and diverse services in an efficient and fiscally-responsible manner. A significant driver of Exhibition Place's strategic priorities is continuous improvement through improved communication with our customers, better access to the grounds, enhanced human resource services, and developing a long-term labour strategy. All of the realignment decisions were designed to serve these priorities. With a number of recent retirements, resignations, and terminations in 2020 during COVID-19, a decision was made not to replace some of the departing staff, but seize this opportunity to realign operations that prepared and responded to changing business, operational needs, and client expectations. Moreover, the effects of COVID-19 have compelled a review of operational practices and innovations that allow nimbleness and flexibility that maintains our relevance in the marketplace.

To this end, Exhibition Place is sharpening our focus on client responsiveness, new operating procedures to meet the challenges in a post-COVID-19 world, increasing operational capacity and clarification of roles.

The realignment goal is to ensure better collaboration and equity within operational job classifications; streamline and clarify responsibilities within client-facing divisions that improve responsiveness; coordinate housekeeping, building operations and capital departments that improves overall service and efficiencies; recognizes and supports intentional planning regarding the extensive transportation infrastructure developments; and simplify administrative procedures.

Client Priorities (from 2019 Customer Satisfaction Survey):

- Improve lines of communication that reduces client waiting time for information and pricing;
- Reduce the number staff contact requirements and provide clients single access point for logistical set-up, and event coverage;
- Improve communication with stakeholders, City of Toronto, tenants, and production services requests;
- Streamline event reconciliation - decrease the number of days for gathering labour, materials and direct costs for final invoicing to events in a timely manner.

The Realignment:

The modifications to the structure spotlight three areas of refinement:

1. The Facilities Division was dismantled, with the Director of Facilities position eliminated. There were two sections within the Facilities Division, housekeeping and labour, which is now absorbed into the Operations Division, and the production services section now rolled into the Event Management Services Division. This change aims to improve collaboration by reducing silos; it also provides pragmatic alignment of services

based on feedback by clients and show organizers. Show organizers prefer a one-stop approach with event planning and can realize this objective by combining productions with event management. Further, housekeeping and labour merging with building operations capitalize on creating a single administrative point for all building-related maintenance tasks.

Staffing Adjustments:

1. Delete the Director of Facilities; and transfer respective staff teams reporting either to the Director, Operations Division and the Director, Event Management Division. As a result we reclassify both Director positions.
2. Consolidate the Payroll and Benefits Section, and Labour Relations (“LR”) into the CEO/HR Department. This change will bring all staff related administrative activities under one support structure, creating efficiencies through reducing duplicated processes. Moreover, operations staff have a great need for administrative support from the HR Department with all employee records, and this realignment will accommodate the request.

Further, Exhibition Place has re-examined our LR strategy and shifted the approach to focus on frontline management's improved capacity to resolve labour issues before grievances arise. The change has precipitated an end to the shared service agreement with the City for LR support. LR will be conducted in-house and will focus on proactive approaches such as LR coaching, problem-solving with unions, continuous discussion regarding collective agreement interpretation, and ongoing labour/management meetings. The shared service agreement with the City primarily provided support on an *as-needed* basis in dealing with grievances and arbitration, instead of preventative measures. This approach with the CEO/HR Department assuming these activities have resulted in over 100 open grievances from the past two years being settled in 2020.

The reclassification of the Payroll and Benefits Manager vacancy to a Payroll Supervisor. Transfer the Payroll and Benefits section under the Manager of HR, and reclassify the Manager, HR to the position of Manager, HR, Payroll and Benefits. Terminate the shared service agreement for LR support with the City, and hire a LR Consultant that reports to the Director, Stakeholder Management and Strategic Planning.

3. Centralize all transportation-related activities to the Director of Security and Parking, and reclassify the position to the Director of Security and Transportation Services. As a result of the major transportation plans scheduled to occur at Exhibition Place over the next several years, this realignment will bring clarity and order regarding feedback, data and recommendations to the City, Province, and Metrolinx. This action serves the strategic priority of improved integrated access to and within Exhibition Place.

Benefits and Service Improvements of the Realignment:

- Enhanced field supervision and support to improve oversight, labour relations and risk management;

- Enhanced integration pertaining to facility functions and operations, resulting in improved efficiency between maintenance and custodial/labouring activities;
- Enhanced integration related to event management and production services, resulting in better customer communications and client responsiveness;
- Intentional support of pre-planning for future transportation infrastructure developments;
- Enhanced and improved integration and workflow requirements regarding employee documentation, as it relates to HR/payroll systemization;
- Improvement for *on the grounds* connectivity and support of LR for front line management, and labour/management relations;
- Quality control/quality assurance/standards in the field, ensuring more effective service delivery; and
- Clearer alignment of work functions.

CONTACT

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SIGNATURE

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