

Alignment of Positions to City-wide Real Estate Functional Model

Date: April 30, 2021
To: CreateTO Board of Directors
From: Chief Executive Officer
Wards: All

SUMMARY

The purpose of this report is to provide the Board with more information on the process used to transfer employees from the City of Toronto to CreateTO as part of the ongoing efforts to align positions to the City-wide real estate functional model, between CreateTO and Corporate Real Estate Service Management Division at the City of Toronto. This process will also serve as a template for future transfer, including potential transfers from the City itself or other City Agencies and Corporations.

RECOMMENDATIONS

The Chief Executive Officer recommends that the Board of Directors receive this report for information.

FINANCIAL IMPACT

There is no financial impact as a result of the adoption of this report.

DECISION HISTORY

At its meeting on March 8, 2021, the Board of CreateTO adopted a motion directing the Interim Chief Executive Officer, CreateTO to prepare a report on the manner in which staff have been, and will be, transferred into CreateTO and consult with the Board Chair, Ron Carinci and Directors, Sandra Levy and Councillor Paula Fletcher prior to the May 11, 2021 CreateTO Board meeting.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2021.RA21.8>

COMMENTS

The City-wide Real Estate Model is based on an industry standard real estate service delivery model with clearly defined functions. Under this model, CreateTO is responsible for core strategy and planning functions, including Portfolio Strategy and Planning; Stakeholder and Client Relations; and Strategic Project Delivery. On the City side, the Corporate Real Estate Management Division is responsible for the day-to-day operations and management of facilities, including Transaction Services; Property and Facilities Management; Project Management and Corporate Security.

Over the past three years, work has been undertaken to align activities and positions to this model. Positions that were either misaligned were identified and transferred using a transparent process, detailed below and further in attachment 1. In addition, City employees were seconded at CreateTO in January 2018 to help establish net new functions as the new agency was launched. These employees were subsequently hired by CreateTO through a direct appointment process as they were deemed qualified.

The attached organizational chart (attachment 2) highlights positions and employees who were transferred from the City of Toronto using the above process. It should also be noted that several CreateTO employees who were formerly City employees competed for their current position in an open job call and recruitment process. They were not transferred as part of the ongoing functional alignment work.

The process below was developed in partnership between CreateTO Human Resources and City staff from Corporate Services and People & Equity Division. The intent is to ensure a fair and transparent process that respected employees in the positions identified to be transferred to CreateTO.

1. Functions are identified for re-alignment based on the functional model;
2. Impacted positions are identified including position status (permanent vs temporary, funding source);
3. Positions are mapped from current organization to future organization based on job profiles including position titles, roles and responsibilities (R&Rs), accountabilities and pay ranges;
4. Once the positions are mapped, next step is to identify impacted incumbents and their status (permanent base holders vs. temporary position holders);
5. Using orders of consideration for identified positions, specific process to transfer staff is determined based on the situation: Base holder has first right of refusal to the position, followed by temporary incumbents who competed for the position through a posting, followed by an open competition to fill the position. In cases where there be more incumbents than positions, a competition / expression of interest for the positions should be conducted;

6. Funding for each position identified should be transferred to the receiving entity working with each entity finance lead and in consultation / partnership with City Finance;
7. Following completion of specific process based on the situation for the particular position, the receiving organization extends offer(s) to the incumbent(s).
8. If the incumbent accepts the offer, they will be required to resign from their current organization. If they decline the offer, process resumes at step 5 based on the order of considerations, and if no other incumbent is identified, a competition should be conducted to fill the transferred position.
9. In the event that an incumbent declines the offer, they should be offered severance based on the current entity's policies and the in force employment contract (assuming that there is no suitable equivalent position that is available that suits the skills and experiences of the incumbent).

CONTACT

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SIGNATURE

Steven Trumper
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ATTACHMENTS

Attachment 1 - Alignment of Position to Functional Model Presentation
Attachment 2 - CreateTO Organization Chart