

### Staffing Matters - Fourth Quarter Update

**Date:** November 23, 2021

**To:** The Human Resources Committee of the Board of Directors of CreateTO

**From:** Director, Human Resources

**Wards:** Ward(s) affected or All

#### SUMMARY

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This report includes an update on staffing matters, including (i) a snapshot of CreateTO's human resources as at the end of the third quarter 2021, and (ii) Management actions in response to the December 2020 Employee Engagement Survey..

#### RECOMMENDATIONS

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The Director, Human Resources of CreateTO recommends that the Board of Directors receive this report for information.

#### FINANCIAL IMPACT

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There is no financial impact to this report.

#### DECISION HISTORY

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This is a new item.

#### COMMENTS

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##### Quarter End HR Snapshot

Tables 1 and 2 below show CreateTO's staff breakdown by Department as of September 30, 2021.

Table 1: Staff Breakdown by Department

Groups	FT	Contract	TOTAL
<b>CreateTO</b>	70	4	<b>73.6</b>
Development	26	0.6	<b>26.6</b>
Finance	15	2	<b>17</b>
Strategy (Port Lands, CRM, Portfolio Strategy)	21	0	<b>21</b>
Corporate (Corporate, Legal, HR)	8.0	1.0	<b>9</b>

Table 2: Staff Breakdown by Department

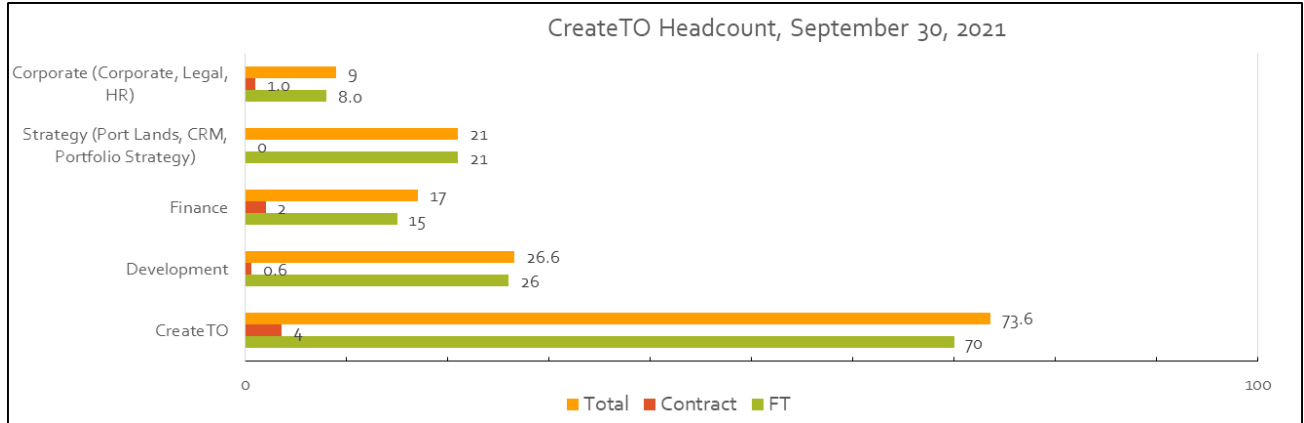


Table 3 below shows the breakdown of CreateTO's staff by position. The breakdown between managerial and non-managerial staff is reflective of the strategic mandate of CreateTO.

Table 3: CreateTO Staff Breakdown by Position

C-Suite and Executive Vice President (EMT)		4
C-Suite (Non-EMT)		1
Senior Vice President		1
Vice President (or comparable)		7
Director (or comparable)		11
Manager		23
Non-Managerial		26.6

CreateTO had 1 voluntary departure and no involuntary departures in Q3 2021.

## **2020 Employee Engagement Survey - Follow-Up**

CreateTO Management continues to take action in response to feedback received from staff in the 2020 Employee Engagement Survey, conducted in November 2020. Follow-up actions have included:

- Expanding the Diversity, Equity and Inclusion Committee ("DEI") and retaining a DEI consultant, KEDZ Consulting ("KEDZ"), to assess our current DEI state, and to design and implement a comprehensive work plan to inform how we can best approach DEI in our internal policies and practices;
- Providing training for all staff on unconscious bias and privilege, anti-racism and allyship, and Indigenous reconciliation;
- Conducting 360° evaluations for the Senior Management Team; and
- Establishing a Wellness Committee to create opportunities for staff to virtually interact socially and maintain regular contact with one another while working remotely.

## **Diversity, Equity and Inclusion**

CreateTO, with the support and guidance of KEDZ, is continuing in its work to assess our current DEI state, and to design and implement a comprehensive work plan to inform how we can best approach DEI in our internal policies and practices. In October, 2021, KEDZ issued a detailed survey to CreateTO staff, to give them an opportunity to provide input into the process. The survey focuses on questions that will provide information on:

- Different identities and the workforce composition of CreateTO staff;
- How CreateTO's organizational culture is perceived by its staff from a DEIA perspective;
- Whether current internal policies and practices are sufficient to address concerns regarding harassment and discrimination in the workplace;
- Staff perception of the DEI Committee; and
- How staff perceive changes in the organization's structure and strategy over the last year.

The DEI Committee has hosted and will continue to host various guest speakers and training sessions for staff. Since the last HR Committee meeting on August 12, 2021, CreateTO staff have completed two sessions of live virtual training on confronting Anti-Black racism, facilitated by the City of Toronto's Confronting Anti-Black Racism Unit. On August 11, 2021, Darin Wybenga, Traditional Knowledge and Land Use Coordinator with the Mississaugas of the Credit First Nation, joined CreateTO staff to help us better understand the treaties that impact land within the City of Toronto. On September 30, 2021, CreateTO welcomed guest speaker, Aqua Nibii Waawaaskone, who, through song and story-telling, led our staff to a deeper understanding of Indigenous culture and the devastating and traumatic effects of the residential school system. The DEI Committee is continuing its work to create a more inclusive culture by recognizing important religious, cultural and social awareness days, such as Overdose Awareness Day, Yom Kippur, and the National Day of Action for Missing and Murdered Indigenous Women and Girls, and providing supporting educational material for staff.

## **Talent Management and Employee Engagement**

In response to feedback from staff received in the 2020 Employee Engagement Survey, Management is investigating options for developing a more fulsome and holistic talent development and management program, to work in tandem with CreateTO's existing performance review process. The goal is to provide an overall view of employee performance and potential, and tools to support employee growth and development planning and succession planning. The overall program would provide a structured and transparent way for Management to identify staff who have the potential for promotion within the organization.

Given where CreateTO is in its life cycle, and particularly in light of the recent appointment of a new Chief Executive Officer, Management plans to engage an HR consulting firm to develop an employee engagement survey to be administered, analyzed and reported on annually over a three year period, commencing in Q1 2022. This would provide a baseline measure of engagement at the outset of the new Chief Executive Officer's term, with the ability to measure changes in engagement over the subsequent three years.

### **CONTACT**

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### **SIGNATURE**

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