

Employee Talent, Retention & Attraction - City Planning

Date: November 23, 2022

To: Executive Committee

From: City Manager & Chief People Officer

Wards: All

REASON FOR CONFIDENTIAL INFORMATION

This report is about labour relations or employee negotiations.

SUMMARY

The purpose of this report is to provide City Council with an update on the City's actions to address talent and attraction challenges in the City's Planning division and to seek ratification and approval of the Memorandum of Agreement negotiated between the City of Toronto and CUPE, Local 79.

RECOMMENDATIONS

The City Manager and the Chief People Officer recommend that:

1. City Council ratify and approve the Memorandum of Agreement in Confidential Attachment 1, dated November 15, 2022, between the City of Toronto and Canadian Union of Public Employees, Local 79, in order to effect a temporary revised union wage schedule for incumbents in the noted classifications in City Planning division until the next collective agreement is negotiated and ratified.
2. City Council authorize the City Manager, in consultation with the Chief People Officer, to make the necessary amendments to rates of pay and other issues identified as agreed changes in the November 15, 2022 Memorandum of Agreement.
3. City Council authorize the City Manager, in consultation with the Chief Planner, to draw the wage increases from the Development Application Review Reserve (XR1307)

until Council approval of the 2023 budget. At this time, existing and net new positions will be included in the development fee review (expected to commence in 2023).

4. City Council authorize the public release of the confidential labour relations information in Confidential Attachments 1 and 2, after the conclusion of collective bargaining with CUPE Local 79 and CUPE Local 416 following the expiry of the 2020-2024 collective agreements, including ratification and approval of the collective agreements, by Council, and the completion of all related proceedings.

FINANCIAL IMPACT

Based on the current status of the City Planning division, the initial incremental increase in costs in 2023 related to wages and benefits is approximately \$3,976,055. Based on the scheduled wage increase in 2024, a further incremental increase of \$619,090 is projected.

The Chief Financial Officer and Treasurer have reviewed this report and agree with the financial impact information.

DECISION HISTORY

At a meeting on July 19, 2022, City Council directed the City Manager, in consultation with the Chief People Officer and the Director, Employee Relations, to enter into discussions with bargaining agents and to report back to City Council with recommendations on compensation adjustments informed by independent review and market analysis of the City's competitive position:

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2022.PH35.23>

At its meeting on July 5, 2022, the Planning and Housing Committee adopted Item PH35.23 "Employee Talent, Retention and Attraction - City Planning" and requested the City Manager to report directly to the July 19, 2022, City Council meeting with options for dealing with compensation issues:

<http://www.toronto.ca/legdocs/mmis/2022/cc/bgrd/backgroundfile-228926.pdf>

At its meeting on June 20, 2022 the Chief Planner and Executive Director, City Planning were directed to report back to the Planning and Housing Committee in the second quarter of 2022 on strategies to retain and attract Planning staff:

<http://www.toronto.ca/legdocs/mmis/2022/ph/bgrd/backgroundfile-227742.pdf>

COMMENTS

As early as 2016, reports indicated that the City was experiencing challenges attracting and retaining city planners. Since 2016, the rapid expansion and complexity of growth in the GTA and the demands and competitiveness for professional services in both public and private sectors have further exacerbated the issue. In addition, the resulting pandemic employment trends further added to the high vacancy and turnover rates.

Figure 1: City Planning Compared to Overall Corporate Turnover Rate (2017-2022).

	City Planning	Corporate
2017	11.50%	7.20%
2018	11.00%	7.90%
2019	12.40%	8.20%
2020	11.00%	8.10%
2021	10.30%	11.90%
2022	15.00%	8.30%

To attract and retain highly-skilled staff in the City Planning division, compensation and benefits must be competitive with what is offered elsewhere in the market, particularly in Toronto, where the cost of living is significantly higher than in other parts of the country.

Since July 2022, People & Equity has:

- i) Completed a jurisdictional scan of various municipalities, including the GTHA and larger Canadian cities.
- ii) Sourced data directly from job postings in cases where City of Toronto planners were moving to other cities, and;
- iii) Calculated updated wage grades based on comparators, competitors and fit within the existing wage grades (e.g. taking compression into account).

The results show that City Planners at the City of Toronto are not in a competitive position and that an increase to their wage schedule to align with other municipalities may assist the city with its attraction and retention challenges in the City Planning division.

In accordance with Council direction, the City entered into negotiations with CUPE Local 79. Details of the negotiations and the resulting tentative Memorandum of Agreement are included as confidential attachments.

CONTACT

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SIGNATURE

Tracey Cook
Interim City Manager

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ATTACHMENTS

Confidential Attachment 1 - Memorandum of Agreement between City of Toronto & CUPE Local 79 (November 15, 2022)

Confidential Attachment 2 - Confidential information regarding discussion between the City of Toronto and CUPE Local 79.