

Memorandum

Date: April 19, 2022

To: Members of Council

From: Tracey McKenna, Director, People Services
Erin Britnell, Director, Corporate Strategy and Innovation

Subject: Update on the Future of Work at the Town of Caledon

The purpose of this memorandum is to update Council on the development of a long-term plan for the future of work at the Town of Caledon.

Background

COVID-19 has had significant impacts on the workforce, one of which has been a transition to remote and hybrid work models across sectors. While these work models were adopted out of necessity to maintain operations and safety of staff during the pandemic, it did present a long-term opportunity to manage the workforce that may better support employees, attract and retain talent, reduce costs to the Town, and improve environmental outcomes.

The Future of Work

Staff has been investigating various options for the future of work at the Town, based on the following principles:

Service Excellence: First and foremost, service excellence expectations must be met or exceed. Throughout the pandemic, additional online service channels were added such as submission of Building and Planning documents electronically, booking an appointment at Town Hall to receive service, Have Your Say channel for public engagement, hybrid Council meetings, 311 channel for calling the Town and others. These channels will continue to exist, but services in person have also resumed, and will need to be maintained or enhanced in a future work model.

Flexibility Based on Job Type: Flexible options will be available across the Town based on the operational needs and expectations of the positions. These will include some positions that will be required to work primarily from a facility, some that will be able to work in a hybrid capacity and others that will be able to work primarily remote. The operational team's needs and performance take precedence over individual requests (flexibility where possible not as an expectation).

Performance Management: An employee's performance is evaluated based on the quality of work completed within expected timelines. An outcome-based model of performance management will be critical to success within this model.

Cross team and cross-corporate collaboration: Face to face and in-person collaboration opportunities remain to promote a positive organizational culture and community engagement. Organizational culture is an important factor for retaining and attracting talent.

Benefits of This Model

The benefits of using this type of model include:

- **Financial:** Reduces the square footage required for each employee, with hybrid and remote workers able to share drop in spaces, reducing the need to continue to expand the footprint of Town Hall to accommodate growth. There are considerable capital savings from this model.
- **Employee Recruitment and Retention:** Allows the Town to attract top talent and retain them based on industry trends and reflects employee feedback received regarding wanting to see flexibility, innovation and collaboration in the workplace.
- **Environmental:** Reduces the number of trips to and from Town Hall from employees commuting to work, reducing the transportation related emissions.
- **Resilience:** Allows the Town to quickly adapt based on future service disruptions whether a natural disaster, pandemic or other that limited staff from working in one location. This is done because staff will have the technology and experience in working from different locations where possible.

Financial Impacts

Prior to the pandemic, a project scope was completed for an expansion of Town Hall to accommodate growth. In current dollars, this expansion would exceed approximately \$30 million in tax funded expenditures to accommodate staff for up to 10 years of growth. While moving to a flexible model will have costs for renovating Town Hall, or a small expansion to create the needed space for collaboration, meetings with the public, an updated service centre etc. These cost estimates will be developed as part of the next phase of work, after the specific needs of Council and staff are determined. Future facility construction across the Town of Caledon will also consider this model and look to include potential drop-in workspaces for employees.

Budget requests for the necessary renovations would be brought forward in the 2023 budget for Council's consideration, and the project is estimated to take between 1.5 and 2 years to complete.

Next Steps

The next steps will include working with Council and staff to create a high-level space design for the flexible work model, as well as the amendments of policies and procedures to align with this work model.