

## Item 3

NOTES of the Human Resources and Compensation Matters discussion held at the offices of Toronto Waterfront Revitalization Corporation, 20 Bay Street, Suite 1310, Toronto, Ontario on Wednesday, November 23, 2016 at 2:00 p.m., local time.

PRESENT: Helen Burstyn  
Mark Wilson  
Ross McGregor

The following additional persons were in attendance, unless otherwise noted, throughout the discussion or only for particular business items as noted in these notes: Will Fleissig, President and Chief Executive Officer, Marisa Piattelli, Chief Administrative Officer and Rose Desrochers, Director, Human Resources and Administration.

The Chair of the Board noted that two members of the Human Resources and Compensation Committee were no longer Board members leaving the Committee with only one member. He noted that the Corporation was awaiting Board member appointments to be announced and once a full complement of Board members was established, the Board would undertake a review of Board Committee membership.

The Chair of the Board declared that a quorum of the Committee Members was not present and therefore the meeting was not regularly constituted for the transaction of business. However, the Chair of the Board indicated that a discussion of specific matters such as the 2017/18 Human Resources Budget, would be helpful when the 2017/18 Annual Corporate Plan was tabled for review and approval by the Board. It was agreed that the three members of the Board [Helen Burstyn, Mark Wilson and Ross McGregor – the “Discussion Group”] who participated in the 2016/17 budget discussion in November, 2015, would be the appropriate Board members to review the 2017/18 budget in the absence of a Committee.

### **1. Appointment of Chair for Discussion**

The Discussion Group agreed that Helen Burstyn would Chair the meeting and Ann Landry would act as secretary for the meeting.

### **2. Agreement of Discussion Agenda**

The Discussion Agenda was tabled and agreed upon by the Discussion Group.

### **3. Declaration of Conflicts of Interest**

There were no conflicts declared.

### **4. Minutes – June 9, 2016**

The minutes of the June 9, 2016 meeting of the Human Resources and Compensation Committee were tabled and the Discussion Group had no comments on the minutes.

## **5. Human Resources Update**

Rose Desrochers provided a recruitment update including employee count and distribution, as well as number of exits and new hires.

She responded to questions from the Discussion Group and noted comments. She advised that the report was provided for information purposes only.

## **6. 2017/18 Human Resources Budget**

Marisa Piattelli tabled the 2017/18 budget and provided an overview of said budget, highlighting the following:

- The Corporation is required to prepare an annual business plan, including a corporate budget 90 days prior to the start of its fiscal year (i.e. no later than December 31).
- The complete 2017/18 Annual Plan will be presented to the Board at the December 12, 2016 Board meeting.
- Management has been involved in a significant visioning process over the last several months that has identified a broad corporate strategy, project priorities going forward, and reviewed the organization and staff complement required to deliver on the Corporation's key strategic objectives for the 2017/2018 fiscal year. The benefit of having brought together both the organizational, project priorities and HR processes is that we have been able to effect comprehensive streamlining in terms of staff functions and operations.
- The Corporation has mapped the priority projects (the "snowballs"), a delivery matrix and every staff member's integration in the delivery of one or more of the project priorities. This approach has allowed Management to review the skills set of our staff and to leverage those in our cross-project integration teams.
- With the Corporation's focus on project delivery, Management has reviewed the required core FTE positions and, separately, the required contract positions. This approach has resulted in the identification of a core staff complement (FTE and Contract positions) being reduced by three and a half positions (from 67 to 63.5).
- Based on the staffing requirements, the total budget is \$9.88M, a reduction of approximately 1.0% of the approved HR budget for 2016/17 (\$9.98M).

Ms. Piattelli responded to questions from the Discussion Group and noted comments.

## **7. Adjournment of the Public Session**

There being no further business other than those matters to be discussed in a closed session, the meeting moved into a closed session in accordance with Section 190.2(b) of the City of Toronto Act (“COTA”) and Section 6.1.1(b) of By-Law No. 2 of the Corporation (*personal matters about an identifiable individual, including employees of the Corporation*).

The Chair indicated to members of the public present that it was in order for them to depart the meeting. Members of the public left the meeting at 2:30 p.m.

## **Closed Session 2:30 p.m.**

Ann Landry left the meeting and Rose Desrochers acted as secretary of the meeting.

## **8. 2017/18 Human Resources Budget**

A confidential discussion regarding the Corporation’s staff complement and specific positions in accordance with *By Law No. 2, 6.1.1(b) - Personal matters about an identifiable individual, including employees of the Corporation*.

Discussion ensued and minor comments and suggestions were noted.

## **9. Adjournment of the Closed Session**

There being no further business other than those matters to be discussed in a public session, in accordance with Section 190 of the City of Toronto Act, the Chair indicated that it was now in order for members of the public to rejoin the meeting. Members of the public were then invited to rejoin the meeting. The meeting was adjourned to be immediately reconvened in a public session.

## **Public Session 3:00 p.m.**

## **10. Consensus reached during the Closed Session**

During the closed session discussions, consensus was reached among the Discussion Group regarding the 2017/18 Human Resources Budget and it was recommended that the 2017/18 Human Resources Budget be approved by the Finance, Audit and Risk Management Committee and Board of Directors.

**11. Termination of the Meeting**

There being no further business, the meeting was terminated at 3:15 p.m. local time.

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Chair of the Meeting

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Secretary