

WATERFRONTToronto

Human Resources, Governance & Stakeholder Relations Committee

Agenda and Meeting Book

WEDNESDAY, NOVEMBER 17, 2021 FROM 10:00 AM TO 12:00 PM

MICROSOFT TEAMS MEETING



WATERFRONToronto

Meeting Book - Human Resources, Governance & Stakeholder Relations Committee

10:00 a.m.	1. Land Acknowledgement	Information	W. Cartwright
10:05 a.m.	2. Motion to Approve Meeting Agenda	Approval	All
10:10 a.m.	3. Declaration of Conflicts of Interest	Information	All
10:15 a.m.	4. Consent Agenda	Approval	All
	DRAFT Minutes of the Open Session of the September 9, 2021 HRGSR Committee Meeting - 3		
10:20 a.m.	5. HR Report	Information	R. Desrochers
	(a) General Update		
	Coversheet - 7		
	Report - 8		
	KPI Dashboard - 12		
	(b) Guidelines		
	WT Corporate/HR Guideline Listing - 13		
10:40 a.m.	6. Motion to go into Closed Session	Approval	W. Cartwright
	Closed Session Agenda		
	The Committee will discuss items 7, 8, 9, 10, 11 and 12, being consideration of the minutes of the Closed Session September 9, 2021 HRGSR Committee meeting, Update on Tri-government Reviews, MNP Report on Board Effectiveness, Strategic Planning Considerations, Update on MNP Resource Planning Report and Committee Chair Discussion respectively, in a closed session as permitted by By-Law No.2 of the Corporation. The exception relied on for the discussion for item 7 in the closed session is provided in the Minutes of the Open Session of the September 9, 2021 HRGSR Committee meeting contained in item 4 of this agenda, for item 8 is Section 6.1(1)(j), for item 9 is Section 6.1(1)(k & b), for item 10 is Section 6.1(1)(k), for items 11 & 12 is Section 6.1(1)(b) of By-Law No.2. The Committee will reconvene in public session at the conclusion of the closed session discussions in order to vote on any matters requiring decisions that were considered in the closed session.		
11:50 a.m.	13. Motion to go into Open Session	Approval	All
	Public Session Agenda		
11:55 a.m.	14. Resolutions Arising from the Closed Session (if any)	Approval	W. Cartwright
	Form - 14		
12:00 p.m.	15. Motion to Terminate the Meeting	Approval	W. Cartwright
Next Meeting	Thursday, March 2, 2022		

**MINUTES of the Open Session of the Meeting of the
Human Resources, Governance and Stakeholder Relations Committee of
Toronto Waterfront Revitalization Corporation
Via Microsoft Teams Teleconference
Thursday, September 9, 2021 at 9:00 a.m. local time**

PRESENT: Wende Cartwright (Chair)
Councillor Joe Cressy
Rahul Bhardwaj
Andrew MacLeod

REGRETS:

ATTENDANCE: WATERFRONT TORONTO
George Zegarac (Chief Executive Officer)
Lisa Taylor (Chief Financial Officer)
David Kusturin (Chief Project Officer)
Rose Desrochers (VP, Human Resources and Administration)
Ian Ness (General Counsel)
Cameron MacKay (VP, Strategic Communications and Engagement)
Charmaine Miller (EA to the CEO and Acting Board Administrator)

Also, in attendance for all or part of the meeting were:

- Leslie Woo, Kevin Sullivan, Jeanhy Shim, Directors, Waterfront Toronto
- Kira Heymans, Analyst, Yassine Ben Rejeb, Portfolio Analyst, from Investment, Anne-Marie Rozon, Principal Advisor, Waterfront Toronto, Investment, Partnerships and Innovation Branch of Infrastructure Canada
- Bhavika Kotak, Senior Policy Analyst, Louis Bitonti, Senior Policy Advisor, and Helen Qin, Research Analyst from the Agency Oversight Unit, Infrastructure Policy Division Ministry of Infrastructure at Ontario Ministry of Infrastructure
- Will Schatten, Vice-President, Research & Analytics, Forum Research Inc.

The Chair, Wende Cartwright, appointed Ian Ness to act as secretary of the meeting. The Chair welcomed everyone to the meeting of the Human Resources, Governance and Stakeholder Relations Committee (“HRGSR” or the “Committee”) of the Toronto Waterfront Revitalization Corporation (“Waterfront Toronto” or the “Corporation”).

With notice of the meeting having been sent to all Directors in accordance with the Corporation’s By-laws and a quorum of Directors participating, the Chair called the meeting to order at 9:00 a.m. and declared that the meeting was duly constituted for the transaction of business.

1. Land Acknowledgement

Wende Cartwright acknowledged Indigenous People’s presence and connections to lands under revitalization by Waterfront Toronto.

2. **Motion to Approve Agenda**

ON MOTION duly made by Councillor Joe Cressy, seconded by Rahul Bhardwaj and carried, it was **RESOLVED** that the Agenda for the day's meeting be approved.

3. **Declaration of Conflicts of Interest**

There were no conflicts of interest declared.

4. **Consent Agenda**

a) Minutes of the Open Session of the Committee meeting held on June 10, 2021

ON MOTION duly made by Andrew MacLeod, seconded by Councillor Joe Cressy and carried, it was **RESOLVED** that the Minutes of the Open Session of the HRGSR Committee meeting held on June 10, 2021 be approved as tabled.

5. **HR Report**

Rose Desrochers, VP Human Resources and Administration, provided the committee an overview of some of the key Human Resources practices since the last meeting that focused on Waterfront Toronto's general HR Framework including Recruitment, Learning and Development, Talent/Succession Management, and Diversity, Equity and Inclusion.

Rose Desrochers also provided to the committee an update on the Corporation's gradual Return to the Workplace plan that includes instituting a mandatory vaccination policy for staff and visitors to attend Waterfront Toronto's workplace, following the lead of the Corporation's government partners, to provide a safe work environment.

6. **Waterfront Toronto Volunteer Corps**

George Zegarac, Chief Executive Officer, provided a report to the committee outlining plans for a volunteer corp, the objectives being a) to go beyond doing work "for" the community to doing things "with" the community, b) an opportunity to educate people about Waterfront Toronto's mandate, and c) create opportunities for a broader group of people to be involved. The committee indicated its support for the idea, while cautioning that the program should be thoughtfully scoped and properly supported by available resources.

7. **Stakeholder Relations Report**

Cameron Mackay, VP of Strategic Communication and Engagement provided the committee an update on the roll out of the stakeholder relationship standing panel. The results indicate that while approval of Waterfront Toronto's mandate is high, there is some confusion as to which agency or organization is who is responsible for waterfront revitalization. In addition, results so far indicate that the more informed stakeholders are about Waterfront Toronto's work, the more supportive they are likely to be of the organization.

8. 2022 Meeting Schedule for Committees & Board

A proposed schedule of Committee and board meetings for 2022 was provided for information. The schedule will be distributed to the Board at the October 7, 2021 board meeting.

9. Work Plan for Committee

A proposed schedule of Committee meetings for 2022 was provided for approval.

ON MOTION duly made by Rahul Bhardwaj, seconded by Councillor Joe Cressy and carried, it was **RESOLVED** that the Committee approve the work plan for the HRGSR Committee, as presented at the meeting.

10. Governance Documentation

The Committee received a copy of the governance documents currently under consideration. After discussion, the committee recommended that the Board approve the documents in the form presented, subject to the comments made at the meeting to include reference to philanthropy in the mandate of the CEO. The documents will be presented to the board for approval on October 7, 2021.

ON MOTION duly made by Rahul Bhardwaj and seconded by Andrew MacLeod, and carried, it was **RESOLVED** that the Committee recommend for approval by the Board the listed governance documents of the Corporation, each in the form presented to the meeting, with such changes thereto as the Board may approve.

11. Update on MNP Resource Planning Report

Lisa Taylor, Chief Financial Officer, confirmed that a draft report had been received from MNP. Once a final report is available, it will be brought forward to this committee for information, and action as appropriate.

12. Motion to go into Closed Session

In accordance with By-Law No. 2 of the Corporation and **ON MOTION** made by Rahul Bhardwaj, seconded by Andrew MacLeod and carried, the Committee **RESOLVED** to go into Closed Session to continue discussions on items 13, 14, and 15. The exception to the Open Meeting Law relied on to continue the discussion of item 13 is provided in the minutes of the Open Session of the June 10, 2021 HRGSR Committee meeting contained under item 4 of the agenda and for items 14, and 15 is Section 6.1(1)(b). The meeting continued in Closed Session

13. Consent Agenda - Draft Minutes of the Closed Session of June 10, 2021 HRGSR Committee meeting

14. Update on Tri-government Review

15. Committee Chair Discussion

16. Motion to go into Open Session

ON MOTION duly made by Andrew MacLeod, seconded by Rahul Bhardwaj and carried, the Committee **RESOLVED** to go into Open Session.

17. Resolution Arising from the Closed Session

ON MOTION duly made by Andrew MacLeod, seconded by Wende Cartwright and carried, it was **RESOLVED** that the Minutes of the Closed Session of the HRGSR Committee meeting held on June 10, 2021 be approved as tabled.

18. Termination of the Meeting

There being no further business, **ON MOTION** duly made by Andrew MacLeod, seconded by Rahul Bhardwaj and carried, it was **RESOLVED** that the meeting be terminated at 10:42 a.m. local time.

Committee Chair

Secretary of the Meeting



Human Resources, Governance and Stakeholder Relations
November 17, 2021
Item 5 – Human Resources Report
R. Desrochers

Purpose	For Committee Information.
Areas of note/ Key issues	<p>The Human Resources (HR) report provides a general overview of Q2: July 1, 2021 to September 30, 2021 touching upon some of the following elements that are core to our HR practices: KPIs, Recruitment, Organizational Effectiveness, Learning and Development, Performance Evaluation, Rewards and Recognition and Diversity, Equity & Inclusion. We are also providing information on our corporate guidelines.</p> <p>Some key areas to note in the report are:</p> <p>HR KPIs – to keep up with best practices and provide strategic insights, we are introducing our first set of HR KPIs presented in a dashboard reflecting employee: i) Work Life Balance, ii) Wellbeing, Commitment & Motivation, iii) Satisfaction and iv) Development.</p> <p>COVID-19 update – following the lead of our government partners and to meet our obligations to provide a safe work environment, Waterfront Toronto instituted a mandatory vaccination policy as part of our Return to Workplace Plan that required all staff to be fully vaccinated in order to return to the office, by no later than October 31, 2021. This applies to all guests to the office as well.</p> <p>The gradual return to the workplace began in August with a phased in approach that had the Senior Management Team return to the office one day per week. By mid-September, all staff returned one day per week and the Senior Management Team moved up to two days per week. As of mid-October, all staff have returned to the office two days per week.</p> <p>Diversity, Equity & Inclusion – MNP was selected as the consultant to work with us to assess, create and implement a Diversity, Equity and Inclusion program. Work has begun on a communication strategy and the identification of stakeholders to help form a clear view of our current state which is critical to informing the work in creating our strategy.</p> <p>HR Guidelines – Waterfront Toronto currently has 37 Corporate Guidelines that outline boundaries, accountabilities, and practices for acceptable conduct within the workplace. A full listing of all of our current guidelines along with their creation and revision dates is attached.</p>
Next Steps	The next HR Update will be provided in Q4 of 2021/2022, reflecting on Q3 (October 1 – December 31, 2021).



Human Resources, Governance and Stakeholder Relations Committee Meeting November 17, 2021 Item 5 - Human Resources Report Rose Desrochers

The purpose of this report is to provide an overview of Human Resources (HR) practices at Waterfront Toronto for Q2 of FY 2021/22. We are realigning our reporting cycle to follow the fiscal year quarters for consistency.

A key corporate objective of Waterfront Toronto is to provide a work environment that attracts, motivates and retains top talent. The following elements are core to our HR practices: Recruitment, Organizational Effectiveness, Talent Management, Performance Evaluation and Compensation, Rewards and Recognition, and an HR Framework that encompasses values, culture and ethics, equitable and accurate payroll, benefits administration, as well as occupational health, safety and wellness programs. The following provides a summary of some of our work with respect to these core elements:

General Update

HR KPI Dashboard

- To keep up with best practice and provide strategic insights, we have been working on developing key performance indicators (KPI) to track and present. We have prepared our first dashboard to report on a few KPIs for the fiscal quarter, including previous quarters and fiscal years for comparison and to identify trends.
- Attached is the first dashboard, which we plan to update and report on quarterly at every HRGSR meeting, making modifications, adjustments and additions as necessary. Trends in the dashboard are referenced throughout this report.

Recruitment

- As of September 30, 2021, the Corporation's total position count is 94, distributed as follows:
 - 81 Full time positions (8 of which are currently vacant through regular attrition and the recruitment process is underway, 5 of which are currently being filled by contracted employees, and 1 of which is currently being filled by temporary employee).
 - 13 Contracted positions (2 of which are currently vacant and recruitment efforts are on hold).
- Our current practice is to conduct all recruitments in-house where possible, except for the Executive level or other high-profile positions. Available positions are advertised internally, on our website, LinkedIn, through professional associations and other job boards and promoted through our social media channels. We are also in the process of looking for job boards that reach diverse candidates.
- External recruiters are contacted for assistance when our own recruitment process is unsuccessful in delivering the right candidate or when the recruitment requires a quick turnaround.

- Our job postings were revised to reinforce the Corporation's commitment to building a representative workforce and foster an inclusive workforce.
- Recruitment efforts have continued completely remotely, and we successfully hired and onboarded 4 new employees during the quarter, for a year-to-date total of 7 completed recruitments.
- We facilitated 5 employee exits during the quarter and our turnover rate for voluntary exits was 4%. We are on track for a slightly high voluntary turnover rate this fiscal year based on Q1 and Q2, which is in line with trends in the market. More information on our quarterly and annual turnover is presented in the attached dashboard.

Organizational Effectiveness

- In August, the Corporation began its transition to return to the workplace, following 17 months of working remotely fulltime. The phased in approach began in mid-August, starting with the Senior Management team returning to the office one day per week, then moving to two days per week starting mid-September, which is when all staff returned to the office one day per week eventually leading up to all staff going to the office two days per week by mid-October.
- The Joint Health & Safety Committee continued to meet regularly to update and make recommendations to the Return to the Workplace Plan as required.
- A mandatory vaccine requirement was put into practice, requiring that to attend the office all employees must be fully vaccinated and provide proof of full vaccination from a Health Canada approved vaccine series by early September or provide exemption details. Employees were asked to achieve full vaccination by no later than October 31, 2021.
- We have extended this requirement to all guests that attend the office for meetings as well.
- The HR department began developing a mandatory COVID-19 vaccine guideline to document and formalize the practice.
- To date 98% of our staff are fully vaccinated.

Learning & Development

- Appropriate learning and training opportunities are identified and provided for staff as well as support for all professional development memberships.
- We support learning development opportunities that employees wish to take to enhance and develop their skills. We are happy to report that since revising our Learning and Development Guideline on April 1, 2021, we have seen an increase this quarter in the number of employees using the program as well as the average spend per employee. The average spending amount per employee using the program was \$753 in 2019/20, \$825 in 2020/21 and \$919 in Q1 and Q2 of 2021/22. These numbers do not include spending on corporate mandatory training programs and are only employee/manager-initiated sessions. More information on employee development is presented in the attached dashboard.

Performance Management

- On an annual basis, employee performance is reviewed and evaluated through our Planning for Success (PFS) process, which rates the performance of all employees against corporate and specific personal goals. Waterfront Toronto has always applied the Pay for Performance (P4P) system through this PFS process.
- Our PFS process consists of three steps:
 - Planning (start of fiscal year) - identification of each position's core responsibilities and objectives and the definition of specific goals to be accomplished including performance measures of quality, quantity and time;
 - Continuous Feedback (mid-year) - a review of results achieved to date on required responsibilities and specific objectives, and revision of these if required; and
 - Year-end Review (end of fiscal year) – a review of work results for the year against required core responsibilities and specific objectives and assessment of achieved results.
- In July, we completed the first step of the PFS process by planning our objectives and specific goals for the fiscal year.

Rewards & Recognition

- As part of recognition and rewards, the Service Awards program was created in May 2014. In the seven years since the program started 6 staff members have received their fifteen-year service award, 31 staff have received their ten-year service awards and 62 staff have received their five-year service awards, which are presented at Staff Town Halls. The Service Awards are very well received and do much to demonstrate Management's recognition of the longevity, loyalty and hard work that is characteristic of many staff.

Diversity, Equity & Inclusion

- Waterfront Toronto is committed to creating a workplace where all employees feel they belong, and to ensure diverse voices are heard as it works to revitalize the waterfront.
- Focusing on Diversity, Equity and Inclusion (DE&I) is consistent with Waterfront Toronto's purpose and is integral to our goal of ensuring access to the waterfront is inclusive and equitable.
- Creating a DE&I Strategy for Waterfront Toronto will build on the relationships we have established with Indigenous People's and allow us to extend relationships with other important stakeholders and communities.
- MNP LLP was selected in September 2021 as the successful firm that will work with us to create our DE&I strategy and assessing our current state of DE&I, is critical to informing the work in creating our strategy that will support future growth of Waterfront Toronto.
- We've started our work with MNP on developing a communication strategy with key messages and schedules, identifying stakeholders on the Board as well as internal and external stakeholders for initial one-to-one interviews to help form a clear view of our current state.

HR Guidelines

- Waterfront Toronto currently has 37 Corporate Guidelines that outline boundaries, accountabilities, and practices for acceptable conduct within the workplace. A full listing of all of our current guidelines along with their creation and most revision dates is attached.
 - These Guidelines are created and revised as needed, either when new laws and best practices are introduced, or to update the language to reflect current practice.
 - The HR department drafts new guidelines or revises existing guidelines using the guidance of external counsel, and comparative information gathered from like organizations. Using that research, drafts and recommendations are put forward for review and acceptance by the Chief Executive Officer, who may choose to consult with the Senior Management Team or the C-Suite Executives, before approving and signing the new or revised guideline.
 - Guidelines are all posted to our HR Employee SharePoint site for access to view, download or print by all staff. New employees are provided with links to this site to view and browse current guidelines.
 - We recognize that many of our guidelines were created several years ago and are due for a review and update if required. We are endeavoring to review and update 3-4 guidelines each fiscal year, as well as create any new guidelines that become necessary during that time.
 - In fiscal year 2020/21, we reviewed and updated the following guidelines:
 - Guideline #3 – Bereavement Leave
 - Guideline #7 – Pregnancy Leave, Parental Leave and Income Top-up Benefits
 - Guideline #10 – Personal Leave
 - Guideline #11 – Learning and Development
 - Guideline #14 – Code of Conduct
 - Guideline #17 – Mobile Device Use
 - Guideline #24 – Corporate Technology Use
- In addition, in conjunction with other departments, we created the following new guidelines:
- Guideline #36 – Cyber Security
 - Guideline #37 – Record Retention

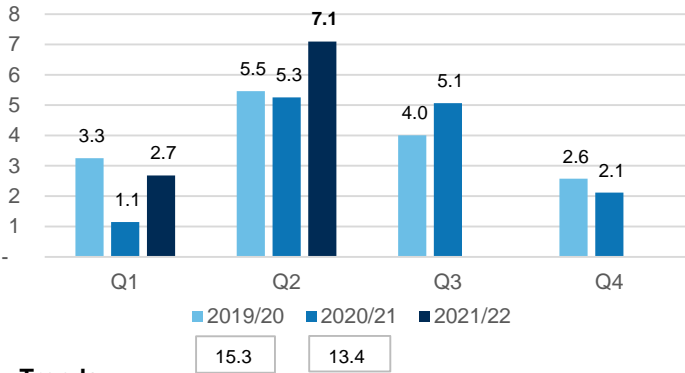
Human Resources KPI Dashboard as of September 30, 2021 (Q2 2021/22)

Issued as of: November 17, 2021

All figures are presented by fiscal year

Work Life Balance

Average Vacation Days Taken Per Employee

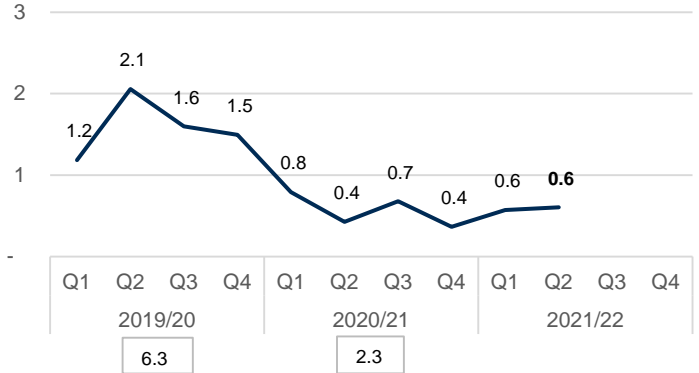


Trends:

- Q1 2020/21 was the start of the pandemic which likely caused the decrease in vacation taken.
- In Q2 2021/22 we see a big increase likely caused by the reopening of the province, vaccines being administered, low case rates of COVID-19, combined with high vacation carry over amounts from unused balances in 2020.
- Hopefully the numbers continue to trend upwards in Q3 and Q4 to continue to signify a stronger worklife balance this fiscal year.

Wellbeing, Commitment, and Motivation

Average Sick Days Taken Per Employee

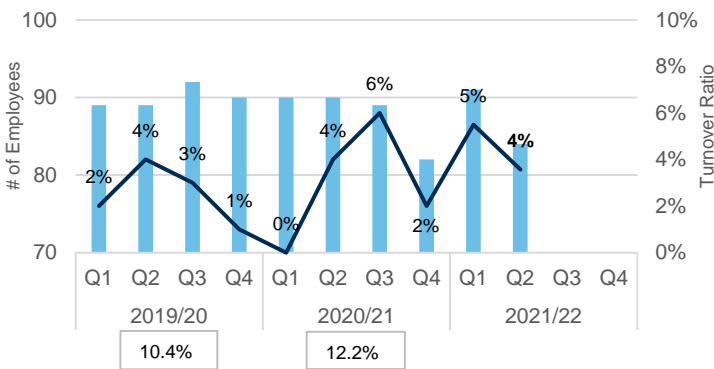


Trends:

- Trending downwards since the start of the pandemic, likely due to two reasons: being isolated at home with less opportunity to catch illnesses, and the flexibility that working from home provides when you may be sick.
- This indicates high commitment and motivation from our employees.

Satisfaction

Voluntary Employee Turnover

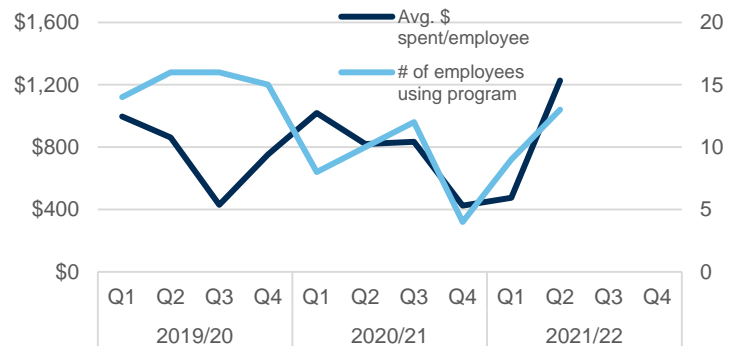


Trends:

- We're seeing a slight increase in Q1 and Q2 of this FY, likely due to "The Great Resignation" trend hitting the market, with a backlog of resignations from the pandemic and employees revisiting what they value in their work.
- We hope to see this trend decrease in the next two quarters to land more in line with our overall 5 year average of 10.9%.

Development

Learning and Development Spending and Usage



Trends:

- Following the revision of our Learning and Development guideline in Q1, we have seen an increase in the average dollar spent on training and learning opportunities, and a slight increase in the number of employees taking advantage of the program.
- We continue to encourage employees to develop their skills and hope to see these upward trends continue in Q3 and Q4.

Waterfront Toronto Corporate/HR Guidelines

Number	Guideline Name	Creation Date	Revision Date
1	Designated Holidays	January 1, 2008	
2	Vacation	January 1, 2008	August 1, 2019
3	Bereavement	January 1, 2008	April 1, 2021
4	Jury or Witness Duty	January 1, 2008	
5	Overtime Pay or Compensating Time-off	January 1, 2008	
6	Gifts	January 1, 2008	
7	Pregnancy Leave, Parental Leave and Top-up Income Benefits	January 1, 2008	April 1, 2021
8	Probationary Period	May 1, 2008	November 16, 2009
9	Salary Continuance During Illness or Injury	May 15, 2008	
10	Personal Leave	May 15, 2008	April 1, 2021
11	Learning and Development	October 1, 2008	April 1, 2021
12	Exit Interviews	August 1, 2008	
13	Compensation/Salary Administration (A,B,C)	October 1, 2008	
14	Code-of-conduct	May 2009	January 4, 2021
15	Planning for Success (PFS)	June 1, 2009	
16	Employee Expenses	August 25, 2009	October 1, 2018
17	Mobile Device Use	October 26, 2009	October 26, 2020
18	Issues and Concerns Resolution	October 27, 2009	
19	Human Rights Discrimination/Harassment-free Workplace	October 27, 2009	January 2011
19A	Workplace Harassment Program	January 2011	
19B	Workplace Violence Program	January 2011	
19C	Human Rights & Health & Safety Harassment & Violence Complaint Procedure	January 2011	
20	Disclosure of Wrong Doing	October 27, 2009	October 26, 2015
21	Recruitment/Resourcing of Senior Staff	November 12, 2010	
22	Health and Safety	January 2011	
23	Perquisites	August 2, 2011	
24	Corporate Technology Use	September 2011	October 26, 2020
25	Large File Transfer	September 23, 2011	
26	Purchasing Residential Condominium Units on the Waterfront	April 13, 2012	
27	Hours of Operations and Work	December 11, 2012	
28	Working Remotely	December 11, 2012	
28i	Interim Remote Work	December 3, 2020	
29	Variable Compensation Component Payout	November 30, 2012	
30	AODA Accessible Customer Service	December 18, 2013	
31	AODA Integrated Accessibility Standards Regulation	January 2014	
32	Volunteer Leave	April 1, 2014	
33	Service Awards	April 1, 2014	
34	Recruitment & Due Diligence	October 2015	
35	Teaching Courses	April 1, 2019	
36	Cyber Security	October 26, 2020	
37	Record Retention	September 25, 2020	



**Human Resources, Governance and Stakeholder
Relations (HRGSR) Committee
November 17, 2021
Item 14 – Resolution(s) Arising from the Closed Session
HRGSR Committee Members**

ON MOTION duly made by [●] and seconded by [●] and carried, it was **RESOLVED** that the Minutes of the Closed Session of the HRGSR Committee meeting held on September 9, 2021 be approved as tabled.



Upcoming Meetings BOARD/COMMITTEE MEETING SCHEDULE

S/N	November 2021 – December 2021	Board/Committee	Key Agenda Item(s) include:
1.	Thursday, Nov 18 10 a.m. to Noon	IREC	<ul style="list-style-type: none"> • Quayside Update • Development Projects Dashboard • Other Projects (if any) • Real Estate Acquisitions and Divestitures (if any) • Other Acquisitions (if any)
2.	Thursday, Nov 25 9 a.m. to 11:30 a.m.	FARM	<ul style="list-style-type: none"> • Q2 2021/22 Corporate Reporting • Q2 2021/22 Project Reporting • Receive Q2 Interim Financial Statements Sept 30, 2021 • Rolling Five Year Strategic Plan • Internal Audit Update • Independent Capital Monitor report • Enterprise Risk Management • Quarterly Reports (Procurement, Fundraiser & Regulatory Compliance)
3.	Thursday, Dec 9	Board	<ul style="list-style-type: none"> • Report of the HRGSR, IREC, and FARM committees • Approval of 2021/22 Corporate Plan

Calendar 2022 Meeting Dates

1.	Thursday, Feb 24	FARM	Per FARM Work Plan
2.	Thursday, March 3	HRGSR	Per HRGSR Work Plan
3.	Thursday, March 10	IREC	<ul style="list-style-type: none"> • Detailed Status Report on all Development Projects • Other Projects (if any) • Real Estate Acquisitions and Divestitures (if any) • Other Acquisitions (if any)
4.	Thursday, March 24	Board	• Reports of the IREC, FARM and HRGSR committees
5.	Thursday, May 26	FARM	Per FARM Work Plan
6.	Thursday, June 2	IREC	<ul style="list-style-type: none"> • Development Projects Dashboard • Other Projects (if any)

			<ul style="list-style-type: none"> • Real Estate Acquisitions and Divestitures (if any) • Other Acquisitions (if any)
7.	Thursday, June 9	HRGSR	Per HRGSR Work Plan
8.	Thursday, June 23	Board	<ul style="list-style-type: none"> • Reports of the HRGSR, IREC, and FARM committees • Approve 2021/22 Annual Report • Approve 2021/22 audited financial statements • Year-end Performance Assessment for CEO and approval of compensation for 2022/23
9.	Thursday, Sept 15	HRGSR	Per HRGSR Work Plan
10.	Thursday, Sept 22	FARM	Per FARM Work Plan
11.	Thursday, Sept 29	IREC	<ul style="list-style-type: none"> • Development Projects Dashboard • Other Projects (if any) • Real Estate Acquisitions and Divestitures (if any) • Other Acquisitions (if any)
12.	Thursday, October 13	Board	<ul style="list-style-type: none"> • Report of the HRGSR, IREC, and FARM committees • 2023 Board and Committee Meeting Calendar
13.	Thursday, Nov 10	HRGSR	Per HRGSR Work Plan
14.	Thursday, Nov 17	IREC	<ul style="list-style-type: none"> • Development Projects Dashboard • Other Projects (if any) • Real Estate Acquisitions and Divestitures (if any) • Other Acquisitions (if any)
15.	Thursday, Nov 24	FARM	Per FARM Work Plan
16.	Thursday, Dec 8	Board	<ul style="list-style-type: none"> • Report of the HRGSR, IREC, and FARM committees • Approval of 2022/23 Corporate Plan