



Human Resources, Governance and Stakeholder Relations Committee

Agenda and Meeting Book

THURSDAY, MARCH 3, 2022 FROM 9:00 AM TO 11:00 AM

MICROSOFT TEAMS MEETING



Meeting Book - Human Resources, Governance and Stakeholder Relations Committee

Agenda - March 3, 2022 HRGSR Committee Meeting

9:00 a.m.	1. Land Acknowledgement	Information	W. Cartwright
9:05 a.m.	2. Motion to Approve Meeting Agenda	Approval	All
9:05 a.m.	3. Declaration of Conflicts of Interest	Information	All
9:10 a.m.	4. Consent Agenda	Approval	All
	DRAFT HRGSR Minutes - Open Session November 17, 2021 Meeting - 4		
9:15 a.m.	5. Mandate Review	Information	I. Ness
	Coversheet - 7		
	HRGSR Committee Mandate - 8		
9:20a.m.	6. HR Report	Information	R. Desrochers
	Report - 15		
	Dashboard - 19		
9:30 a.m.	7. Board Retreat	Information	W. Cartwright
	Coversheet - 20		
9:40 a.m.	8. Motion to go into Closed Session	Approval	W. Cartwright
	Closed Session Agenda The Committee will discuss items 10, 11, 12, 13 and 14, being consideration of the minutes of the Closed Session November 17, 2021 HRGSR Committee meeting, Update on Government Reviews, Diversity, Equity & Inclusion Strategy Update, MNP Resource & Succession 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 9 in the closed session is provided in the Minutes of the Open Session of the November 17, 2021 HRGSR Committee meeting contained in item 4 of this agenda, for item 10 is Section 6.1(1)(k), for item 11 is Section 6.1(1)(j), for item 12 is Section 6.1(1)(k), for item 13 is Section 6.1(1)(b) and for 14 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.		
	Closed Session - 21		
10:55 a.m.	15. Motion to go into Open Session	Approval	All
	Public Session Agenda		
10:55 a.m.	16. Resolution(s) Arising from the Closed Session (if any)	Approval	W. Cartwright

Form - 22

11:00 a.m.	17. Motion to Terminate the Meeting	Approval	W. Cartwright
Next Meeting	Thursday, June 9, 2022		
FYI	Upcoming Board & Committee Meetings	Information	All
	Schedule - 23		

**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
Wednesday, November 17, 2021 at 10:00 a.m. local time**

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

REGRETS:

ATTENDANCE: WATERFRONT TORONTO
George Zegarac (Chief Executive Officer)
Lisa Taylor (Chief Financial Officer)
Rose Desrochers (VP, Human Resources and Administration)
Kayly Richardson (Human Resources Manager)
Cameron MacKay (VP, Strategic Communications and Engagement)
David Kusturin (Chief Project Officer)
Julius Gombos (SVP, Project Delivery)
Chris Glaisek (Chief Planning and Design Officer)
Ian Ness (General Counsel)
Charmaine Miller (Executive Assistant)

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

- Paul Khawaja, Jeanhy Shim, Stephen Diamond, 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, Andre James, A/Manager, Jonathon Vita, A/Manager, Agency, Governance and Accountability Unit, Ministry of Infrastructure
- Jason Ducharme, Partner, MNP, LLP

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 10:05 a.m. and declared that the meeting was duly constituted for the transaction of business.

1. Land Acknowledgement

Wende Cartwright acknowledged Indigenous Peoples' presence and connections to lands under revitalization by Waterfront Toronto.

2. Motion to Approve Agenda

ON MOTION duly made by Rahul Bhardwaj, and seconded by Andrew MacLeod 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 September 9, 2021

ON MOTION duly made by Andrew MacLeod, seconded by Rahul Bhardwaj and carried, it was **RESOLVED** that the Minutes of the Open Session of the HRGSR Committee meeting held on September 9, 2021 be approved as tabled.

5. HR Report

Rose Desrochers, VP Human Resources and Administration, provided the committee an overview of some of the Corporation's Human Resources practices since the last meeting that focused on our general HR Framework including Recruitment, Learning and Development, Talent/Succession Management, and Diversity, Equity and Inclusion. The materials provided included a dashboard on matters of importance, and the Committee noted its appreciation of this development and would work with management to refine the dashboard going forward.

In accordance the agreed work plan for the Committee, Rose Desrochers also provided a listing of Waterfront Toronto's HR guidelines. Although there are a large number of guidelines, Ms. Desrochers highlighted that several require annual sign off, and training and education is provided to employees. It was agreed that management would continue to review the guidelines to see if the number could be reduced, or they could be arranged by themes to make it easier for staff.

6. 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 7, 8, 9, 10, 11 and 12. The exception to the Open Meeting Law relied on to continue the discussion of item 7 is provided in the minutes of the Open Session of the September 9, 2021 HRGSR Committee meeting contained under item 4 of the 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), and for items 11 & 12 is Section 6.1(1)(b), The meeting continued in Closed Session.

7. **Consent Agenda - Draft Minutes of the Closed Session of September 9, 2021 HRGSR Committee meeting**
8. **Update on Tri-government Reviews**
9. **MNP Report of Board Effectiveness**
10. **Strategic Planning Considerations**
11. **Update on MNP Resource and Succession Planning**
12. **Committee Chair Discussion**
13. **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.

14. **Resolution Arising from the Closed Session**

ON MOTION duly made by Councillor Joe Cressy, seconded by Andrew MacLeod 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.

15. **Termination of the Meeting**

There being no further business, **ON MOTION** duly made by Andrew MacLeod, seconded by Councillor Joe Cressy and carried, it was **RESOLVED** that the meeting be terminated at 11:59 a.m. local time.

Committee Chair

Secretary of the Meeting

**Human Resources, Governance and Stakeholder Relations
Committee Meeting
March 3, 2022
Item 5 - Mandate Review**

Purpose	For information
Areas of note/ Key issues	<p>In March 2021, the Board approved a revised form of mandate for the HRGSR Committee. A copy of the Mandate is attached.</p> <p>The mandate provides that, at least annually, the Committee should review and assess the mandate and provide any recommended revisions to the Board.</p> <p>The mandate also provides that the Committee should review annually the other key governance documents of Waterfront Toronto and provide any recommended revisions to the Board.</p>
Resolution/ Next Steps	<p>At this time, it is proposed that the Committee consider only the mandate of the Committee. The other committees will be considering their own mandates at upcoming meetings. As well, many of the other key governance documents were reviewed and revised in 2021 and approved by the Board in October 2021. In light of that timing, it is considered appropriate to defer consideration of the other documents until later in 2022.</p>

**HUMAN RESOURCES, GOVERNANCE AND
STAKEHOLDER RELATIONS COMMITTEE MANDATE**

OF

TORONTO WATERFRONT REVITALIZATION CORPORATION





TORONTO WATERFRONT REVITALIZATION CORPORATION

Human Resources, Governance and Stakeholder Relations Committee Mandate

Effective Date: March 25, 2021

Purpose

The Human Resources, Governance and Stakeholder Relations Committee (the "**Committee**") is a committee of the board of directors (the "**Board of Directors**") of the Toronto Waterfront Revitalization Corporation (the "**Corporation**"). The primary function of the Committee is to assist the Corporation in fulfilling its oversight responsibilities by evaluating and making recommendations to the Board of Directors as appropriate with respect to:

- (i) Human resources management;
- (ii) Diversity and inclusion initiatives;
- (iii) Corporate governance,
- (iv) Stakeholder Relations;
- (v) Any specific project that the Committee, in its discretion from time to time, designates; and
- (vi) Any other matters that, from time to time, the Board of Directors may delegate to the Committee for oversight.

Authority of the Committee

1. The Board of Directors authorizes the Committee to:
 - (a) Perform its responsibilities under this Mandate;
 - (b) Provide strategic review and advice in respect of the matters described in this Mandate;
 - (c) Oversee the Corporation's risk management policies relevant to this Mandate and ensure that those such policies are implemented appropriately;
 - (d) Require the Chief Executive Officer of the Corporation (the "**Chief Executive Officer**"), the Chief Financial Officer of the Corporation (the "**Chief Financial Officer**"), and other senior officers of the Corporation, and invite any others it deems to have relevant experience and expertise, to attend, or participate in, any meetings of the Committee (each, a "**Meeting**") from time to time;

- (e) Communicate expectations and the nature, timing and extent of the Committee's informational needs to management of the Corporation; and
 - (f) Oversee any related tasks assigned to the Committee by the Board of Directors.
2. The Committee may access all records and information of the Corporation that it considers necessary or desirable for the performance of its duties. The Committee may gather information relevant to any matters within its scope of responsibility and retain, at the expense of the Corporation, independent advisors to assist the Committee in performing its duties. Each member of the Committee shall be entitled, to the fullest extent permitted by law, to rely on the accuracy of information provided by persons from within or from outside the Corporation provided that the member acts in good faith and exercises their judgement reasonably in the circumstances.

Composition and Procedures of the Committee

3. The Committee will be appointed by the Board of Directors and will be composed of no fewer than three Directors (each, a "**Member**"). The Committee will be chaired by a member of the Board of Directors (each, a "**Director**") appointed by the Board of Directors (the "**Chair of the Committee**"). The Corporate Secretary of the Corporation (the "**Corporate Secretary**") will be the secretary of the Committee and may appoint a nominee to act as recording secretary for a Meeting.
4. Each Member will serve at the pleasure of the Board of Directors and will cease to be a Member (i) when determined by the Board of Directors, (ii) upon removal by the Board of Directors, (iii) upon termination of the Member's tenure as a Director for any reason whatsoever, or (iv) as required the by-laws or policies of the Corporation or by law.
5. The Board of Directors may fill vacancies in the Committee from time to time, and for the period of time that a vacancy exists the remaining Members may exercise all powers of the Committee, provided that a quorum of Members is in attendance at a Meeting at which those powers are exercised.

Meetings of the Committee

6. The Chair of the Committee, the Corporate Secretary or any two Members may call Meetings.
7. Notice of a Meeting, including the date, time, and place of the Meeting, must be provided to each Member at least two days before the date of the Meeting, unless any of these requirements is waived by all Members. The agenda of the Meeting and supporting materials (if any) must be given to each Member prior to the Meeting to allow each Member to properly review and consider the agenda and materials.
8. The Chair of the Committee, in consultation with the Members, and, as he or she considers appropriate, with any of the other Directors, the Chief Executive Officer, the Corporate Secretary and other senior officers, is responsible for establishing the agenda of each Meeting.
9. The powers and authority of the Committee may be exercised at a Meeting only if a quorum is present.

10. A quorum for a Meeting is two Members.
11. Members may attend any Meeting in person or by telephone, video or other digital means.
12. A Director, who is not a Member, may attend, but not vote at, a Meeting. The Chief Executive Officer and the Chief Financial Officer will be invited to all Meetings (other than closed Meetings) but may not vote at Meetings.
13. If the Chair of the Committee is unable to attend a Meeting, the other Members in the attendance at the Meeting may appoint a Member to chair the Meeting.
14. The Chair of the Committee or the substitute chair (as applicable) may vote on any matter at a Meeting but will not have a second or casting vote.
15. The Corporate Secretary or his or her nominee (if applicable) will prepare and maintain minutes of each Meeting. Minutes will be available to each Member and to any other Director upon request.

Duties and Responsibilities of the Committee

The Committee will evaluate and make recommendations to the Board of Directors with respect to, or approve as indicated, the following matters:

(a) General Responsibilities

The Committee will:

- (i) Create and maintain a Committee work plan for the year, and monitor its performance;
- (ii) Review and assess this Mandate at least annually, and refer its assessment and any proposed revisions to the Board of Directors;
- (iii) Report and make recommendations periodically to the Board of Directors and any other applicable Committee of the Board on the matters covered by this Mandate, including without limitation, matters relating to Environmental, Social and Governance considerations; and
- (iv) Perform any other activities consistent with this Mandate, the by-laws of the Corporation, and applicable law, as the Committee or the Board of Directors deems necessary or appropriate.

(b) Human Resources Management

It is the goal of the Corporation to create and maintain (i) an equitable, diverse, inclusive, and progressive culture and environment and (ii) the human resources systems necessary or desirable to attract and retain the personnel needed to achieve the Corporation's objectives. In furtherance of this, the Committee will:

- (i) Assist the Board of Directors in performing an annual evaluation of the performance of the Chief Executive Officer;

- (ii) Annually review the Chief Executive Officer's recommendations for salary adjustments, variable compensation and performance ratings for each position of the Senior Executive Group;
- (iii) Review the compensation structure and corporate objectives for the Senior Executive Group, including a review of compensation for similar roles in comparable organizations;
- (iv) Review the compensation structure and objectives applicable to the non-executive employees as required, and annually receive a report from the Chief Executive Officer or his or her nominee, confirming that compensation to the non-executive employees is consistent with that structure and those objectives;
- (v) Review the practices of the Corporation in human resources management in areas such as compensation, recruitment, training, employee relations, succession planning, talent management, performance management, benefits administration, and other programs designed to meet the Corporation's objectives;
- (vi) Review the human resources policies of the Corporation, including recruitment, compensation, performance management, job evaluation, pay equity, employment equity, learning and development, health and safety, codes of conduct, travel and expenses, benefits and other policies. Such review will include confirming that the policies are in compliance with applicable legislation and are effective;
- (vii) Review the recommendations of the Chief Executive Officer regarding the recruitment, appointment and termination of the Chief Planning and Design Officer, the Chief Project Officer, the Chief Financial Officer, and the Chief Development Officer (collectively, the "**Senior Executive Group**");
- (viii) Review the succession and talent management programs of the Corporation with a focus on the positions of the Senior Executive Group; and
- (ix) Review any compensation disclosure before it is publicly disclosed by the Corporation.

(c) Governance and Board Effectiveness

The Committee will:

- (i) Oversee the development, implementation, and monitoring of current and evolving governance standards and best practices;
- (ii) Review annually By-law No. 1, By-law No. 2, By-law No. 3, the Mandate of the Board of Directors, the Mandate of the Chair of the Board, the Mandate of the Corporate Secretary, the Mandate of the Chief Executive Officer, the Code of Conduct applicable to the Board of Directors, the Code of Conduct applicable to the employees of the Corporation, the Wrongdoing Policy, all committee mandates, and agreements between the Corporation and Directors including any indemnification and confidentiality agreements, and report annually on the same and any resultant recommendations to the Board of Directors; and

- (iii) Oversee the development and implementation of effective policies and practices in accordance with required public access to meetings of the Board of Directors and of all Committees, consistent with applicable legislation.

(d) Performance of the Board of Directors, Directors, Committees, and Committee members

The Committee will:

- (i) Oversee a process to annually review the effectiveness of the Board of Directors, each Director, each committee of the Board of Directors, and each member of each committee, and report the results of the review and any resultant recommendations to the Board of Directors;
- (ii) Review and make recommendations to the Board of Director with respect to the remuneration of each Director and of members of committees; and
- (iii) Ensure that there is a process in place for the orientation and onboarding of new Directors, and that a Board of Directors manual is kept current and made available to each Director.

(e) Diversity and Inclusion

The Committee will:

- (i) Oversee the development, maintenance monitoring and refinement of strategies, policies and practices of the Corporation that facilitate an inclusive, equitable and supportive work environment. This includes policies related to recruitment, hiring, training, retention and promotion; and
- (ii) Report to the Board of Directors at least annually on the effectiveness of the diversity strategy and performance measures on diversity and inclusion.

(f) Stakeholder Relations

The Committee will:

- (i) Annually review and evaluate for recommendation to the Board of Directors stakeholder performance relationship indicators for the Corporation; and
- (ii) Oversee the implementation and execution of an annual stakeholder relationship plan to maintain high levels of positive sentiment toward the Corporation and its projects.

(g) Other Duties and Obligations

The Committee will undertake such other duties and obligations, and have such other powers, as may be assigned to it from time to time by the Board of Directors.

Responsibilities of the Chair of the Committee

The Chair of the Committee is responsible for the management and effective performance of the Committee and to provide leadership to the Committee in fulfilling this Mandate. The responsibilities of the Chair of the Committee include:

- (i) Working with the Chair of the Board of Directors, the Chief Executive Officer and the Corporate Secretary to establish the frequency of Meetings and the agendas for Meetings;
- (ii) Providing leadership to the Committee and presiding over Meetings;
- (iii) Facilitating the flow of information to and from the Committee and fostering an environment in which the Members may ask questions and express their views;
- (iv) Reporting to the Board of Directors with respect to significant activities of the Committee and recommendations made by the Committee; and
- (v) Leadership in taking such other steps as may be reasonably required to ensure that the Committee carries out this Mandate.

The purpose of this report is to provide an overview of Human Resources (HR) practices at Waterfront Toronto for Q3 of FY 2021/22.

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

- The dashboard attached reports on KPIs for the fiscal quarter, including previous quarters and fiscal years for comparison and to identify trends.
- Trends in the dashboard are referenced throughout this report.

Recruitment

- As of December 31, 2021, the Corporation's total position count is 99, distributed as follows:
 - 83 Full time positions (10 of which are currently vacant through regular attrition and the recruitment process is underway, 3 of which are currently being filled by contracted employees, and 1 of which is currently being filled by temporary employee).
 - 16 Contracted positions (7 of which are currently vacant and recruitment efforts are either underway or 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 11 completed recruitments.
- We facilitated 7 employee exits during the quarter and our turnover rate for voluntary exits was 7%. We are on track for a slightly high voluntary turnover rate this fiscal year, which is in line with trends in the market and impacted by the pandemic. More information on our quarterly and annual turnover is presented in the attached dashboard.

Organizational Effectiveness

- This quarter, the Corporation continued its transition to return to the workplace, with all staff going to the office two days per week by mid-October. This continued until early December when new COVID-19 variants emerged, causing the Senior Management Team to direct all staff to revert back to working remotely where possible, for the safety of all.
- The Joint Health & Safety Committee continued to meet regularly to update and make recommendations to the Return to the Workplace Plan as required.
- The mandatory COVID-19 vaccine guideline was completed on November 30, 2021, 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. 100% of our staff are now fully vaccinated.
- This requirement was extended to all guests that attend the office for meetings as well and made a condition of employment for all new employees joining the organization.
- In this quarter, the implementation commenced for the HR module within our current Enterprise Resource Planning System (ERP), Dynamics 365 (D365). Together with members from the IT department, the HR team started work with the external consulting team to configure and begin implementation on this new module. The module will expand on our current system used for Finance and Operations, to include Absence Management, Performance Management, Recruitment, Employee Self-Serve, Compensation, Budgeting & Forecasting, Onboarding & Offboarding, Competences, and Employee Development. This module is expected to create efficiencies both within the HR department and for all staff. It is expected to go live in D365 in the spring.
- The HR team also commenced work with our payroll provider, ADP, to upgrade our current payroll system to a new platform that will be more accessible for both the HR department and all staff.

Learning & Development

- This quarter, mandatory training on the Accessibility for Ontarians with Disabilities Act (AODA), as well as how it interacts with the Ontario Human Rights Code was introduced and completed by all staff.
- To further enhance the training that all staff undertook in the fall of 2020 on Indigenous Cultural Safety, this quarter we started enrolling staff in the post training module of that session called:

From Bystander to Ally. This session is to learn more about how to be a part of the social change needed to reconcile and reform our relationships with Indigenous people in Canada. The training provides information, encourages critical reflection, and offers practical ways to make real commitment to reconciliation and social justice. The goal is to have all staff who are eligible to partake (having completed the first session already) enrolled by March 31, 2022.

- We support learning and development opportunities that employees wish to take to enhance and develop their skills. After revising our Learning and Development Guideline on April 1, 2021, we saw an increase in Q2 in the number of employees using the program as well as the average spend per employee. This quarter, the number of employees using the program as well as the average spend did decrease significantly. We expect this was impacted by the mandatory training programs introduced this quarter.
- Despite the dip this quarter, the average spending amount per employee using the program is \$818 so far in FY 2021/22, compared to \$825 in 2020/21 and \$753 in 2019/20. 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 for this fiscal year is well underway and Step 3 - the Year-end Review is scheduled to be completed on time and final results will be shared at the next Quarterly meeting in June 2022.

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 68 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.

- Waterfront Toronto has been working with MNP LLP since September 2021 to start creating our DE&I strategy and assessing our current state of DE&I, which is critical to informing the work in creating our strategy that will support future growth of Waterfront Toronto.
- 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.
- As part of our DE&I journey, we launched the Barrett Cultural Assessment which closed in December 2021 with a 78% participation rate, and we conducted three staff focus groups in January 2022.
- MNP will attend the meeting to provide an update on Waterfront Toronto's DE&I journey so far and share the preliminary findings from both the Barrett Cultural Assessment and the staff focus groups which will provide Waterfront Toronto with a strong foundation of understanding of our cultural values and behaviours and where we need to strengthen and change moving forward.

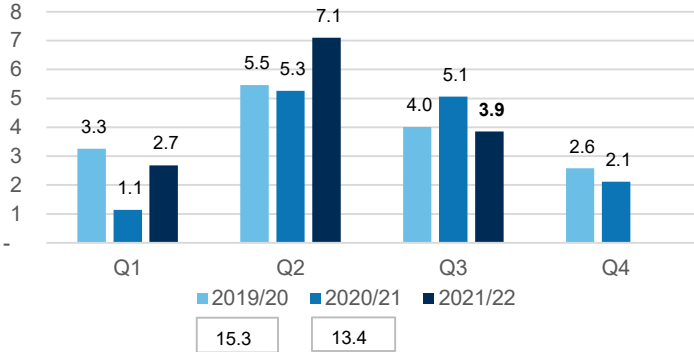
Human Resources KPI Dashboard as of December 31, 2021 (Q3 2021/22)

Issued on: March 3, 2022

All figures are presented by fiscal year

Work Life Balance

Average Vacation Days Taken Per Employee

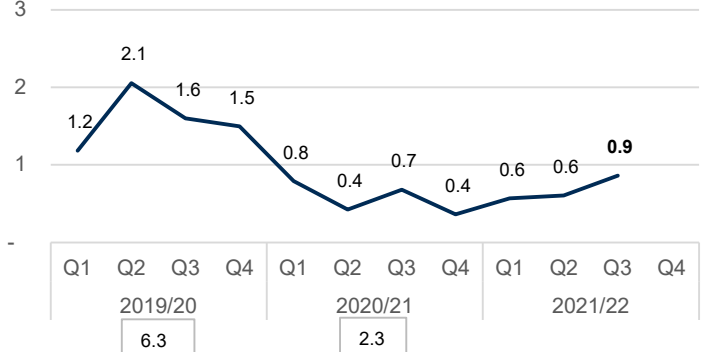


Trends:

- In Q2 of 2021/22 we saw an increase likely caused by the reopening of the province, vaccines being administered, low case rates of COVID-19 and high vacation balances.
- In Q3 we see a slight dip in the vacation time taken compared to last year. This was likely impacted by the spreading of the new COVID-19 variant causing many to cancel travel plans, as well as the three day office closure over the holidays which did not require vacation time from employees this year.

Wellbeing, Commitment, and Motivation

Average Sick Days Taken Per Employee

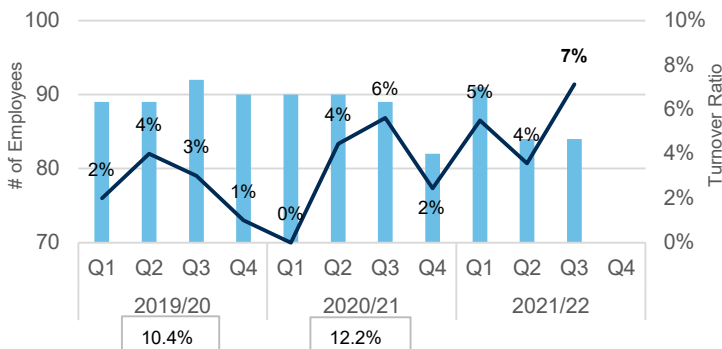


Trends:

- Trending downwards since the start of the pandemic, likely due to being isolated at home with less opportunity to catch illnesses, and the flexibility of working from home when you are sick. This indicates high commitment and motivation from our employees.
- A slight increase this quarter could be influenced by the return to the workplace, reopening of schools, and the new COVID-19 variant.

Satisfaction

Voluntary Employee Turnover



Trends:

- We continue to see an increase in voluntary turnover this FY, as "The Great Resignation" trend continues, with a backlog of resignations from the pandemic and employees revisiting their work priorities.
- We hope to see this trend decrease in the next quarter 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 saw 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.
- This quarter the numbers dropped, likely impacted by the mandatory training sessions that were required this quarter on AODA, and From Bystander to Ally.

Purpose	For information
Areas of note/ Key issues	As Committee members have been advised, consistent with best practices, the Corporation would like to hold an educational session for directors in Q2 of 2022.
Resolution/ Next Steps	At this time, the Corporation is canvassing the board for a suitable date for the board session. Directors will be invited to participate in the planning for the session when the date is determined.

Closed Session

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 November 17, 2021 be approved as tabled.

CALENDAR YEAR 2022 UPCOMING MEETING SCHEDULE BOARD / COMMITTEES

S/N	Date	Board/Committee	Key Agenda Item(s) include:
1.	Thursday, February 3 Revised date: Friday, February 11	IREC	Quayside
2.	Tuesday, February 15	Board	Quayside
3.	Thursday, February 24	FARM	Per FARM Work Plan
4.	Thursday, March 3	HRGSR	Per HRGSR Work Plan
5.	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)
6.	Thursday, March 24	Board	<ul style="list-style-type: none"> • Reports of the IREC, FARM and HRGSR committees
7.	Thursday, May 26	FARM	Per FARM Work Plan
8.	Thursday, June 2	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)
9.	Thursday, June 9	HRGSR	Per HRGSR Work Plan
10.	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
11.	Thursday, September 15	HRGSR	Per HRGSR Work Plan
12.	Thursday, September 22	FARM	Per FARM Work Plan
13.	Thursday, September 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)
14.	Thursday, October 13	Board	<ul style="list-style-type: none"> • Report of the HRGSR, IREC, and FARM committees • 2023 Board and Committee Meeting Calendar

15.	Thursday, November 10	HRGSR	Per HRGSR Work Plan
16.	Thursday, November 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)
17.	Thursday, November 24	FARM	Per FARM Work Plan
18.	Thursday, December 8	Board	<ul style="list-style-type: none"> • Report of the HRGSR, IREC, and FARM committees • Approval of 2022/23 Corporate Plan