



Human Resources, Governance and Stakeholder Relations Committee

Agenda and Meeting Book

THURSDAY, JUNE 9, 2022 FROM 9:00 AM TO 11:00 AM

MICROSOFT TEAMS MEETING



Meeting Book - Human Resources, Governance and Stakeholder Relations Committee

Agenda - June 9, 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		
	a) DRAFT Minutes of the Open Session March 3, 2022 HRGSR Committee Meeting - 4	Approval	All
	b) Environmental, Social, and Governance (ESG) Update - 7	Information	L. Taylor
9:25 a.m.	5. Human Resources Report	Information	R. Desrochers
	Coversheet - 9		
	Report - 10		
	HR Dashboard - 14		
9:35 a.m.	6. Staff Performance Review for 2021/22	Information	G. Zegarac
	Coversheet - 15		
	Report - 16		
9:45 a.m.	7. Board Retreat	Information	W. Cartwright
	Item 7 - HRGSR Cover sheet Board Retreat June 9 2022 meeting.docx - 21		
9:50 a.m.	8. Motion to go into Closed Session	Approval	W. Cartwright
	Closed Session Agenda The Committee will discuss items 9, 10, 11, and 12, being consideration of the minutes of the Closed Session March 3, 2022 HRGSR Committee meeting, Year-end Performance Assessment for Executives and Third-party Compensation Review, Year-end Performance Assessment for the CEO, 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 March 3, 2022 HRGSR Committee meeting contained in item 4(a) of this agenda, and for items 11, 12 & 13 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 - 22		
10:55 a.m.	13. Motion to go into Open Session	Approval	All

Public Session Agenda

10:55 a.m.	14. Resolution(s) Arising from the Closed Session (if any) Form - 23	Approval	W. Cartwright
11:00 a.m.	15. Motion to Terminate the Meeting	Approval	W. Cartwright
FYI	Next Meeting: Thursday, September 15, 2022	Information	All
FYI	Upcoming Board & Committee Meetings Schedule - 24	Information	All

**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, March 3, 2022 at 9:00 a.m. local time**

PRESENT: Wende Cartwright (Chair)
Rahul Bhardwaj
Paul Khawaja

REGRETS: Councillor Joe Cressy

ATTENDANCE: WATERFRONT TORONTO
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)
Chris Glaisek (Chief Planning and Design Officer)
Meg Davis (Chief Development Officer)
Kristina Verner (VP, Innovation, Sustainability & Prosperity)
Ed Chalupka (Director, Government Relations)
Simon Bredin (Media Relations and Issues Advisor)
Iain McMullan (Executive Director, Philanthropy)
Ian Ness (General Counsel)
Charmaine Miller (Executive Assistant to the CEO & Board Administrator)

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

- Leslie Woo, Jeanhy Shim, Directors, Waterfront Toronto
- Glenn Campbell, Assistant Deputy Minister, Sarah Khan, Analyst, Iswariya Tirunagaru, Analyst, Investment, Partnerships and Innovation Branch, Infrastructure Canada
- Jessica Dulay, Research Analyst, Louis Bitonti, Senior Policy Advisor, Andre James, A/Manager, Agency, Governance and Accountability Unit, Ministry of Infrastructure
- Sandra Porteous, Jim Cruickshank, Mary Larson, 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 9:00 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 Paul Khawaja 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

Draft Minutes of the Open Session of the Committee meeting held on November 17, 2021

ON MOTION duly made by Paul Khawaja, seconded by Rahul Bhardwaj and carried, it was **RESOLVED** that the Minutes of the Open Session of the HRGSR Committee meeting held on November 17, 2021 be approved as tabled.

5. Committee Mandate Review

In accordance with the Committee work plan, the Chair invited comments on the mandate of the Committee. No changes were recommended at this time, but comments were made that further discussion was appropriate, perhaps at the planned board retreat, on the roles of the board committees to make sure there are clear areas of responsibility, without unnecessary duplication.

6. 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.

7. Board Retreat

The committee was advised that an offsite, in person, board retreat, or educational session, is planned for June 16, 2022. The committee was advised that an organizational meeting would be planned for early April and Board members would be invited to join the planning if they so choose.

8. 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 Paul Khawaja and carried, the Committee **RESOLVED** to go into Closed Session to continue discussions on items 9, 10, 11, 12, 13 and 14. The exception to the Open Meeting Law relied on to continue the discussion of item 9 is provided in the

minutes of the Open Session of the November 17, 2021 HRGSR Committee meeting contained under item 4 of the 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 item 14 is Section 6.1(1)(b), The meeting continued in Closed Session.

9. Consent Agenda

Draft Minutes of the Closed Session of November 17, 2021 HRGSR Committee meeting

10. Quayside Communications Update

11. Update on Government Reviews & Government Relations

12. Diversity, Equity & Inclusion Strategy Update

13. MNP Resource & Succession Planning Report

14. Committee Chair Discussion

15. Motion to go into Open Session

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

16. Resolution Arising from the Closed Session

ON MOTION duly made by Paul Khawaja, seconded by Rahul Bhardwaj 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.





17. Termination of the Meeting




There being no further business, **ON MOTION** duly made by Rahul Bhardwaj, seconded by Paul Khawaja and carried, it was **RESOLVED** that the meeting be terminated at 10:59 a.m. local time.

Committee Chair

Secretary of the Meeting

In accordance with the TWRC Act, WT's mandate is to enhance the economic, social, and cultural value of the designated waterfront area in a fiscally and environmentally responsible manner. ESG is embedded in Board committee mandates, strategic plans, and annual reports (aligned with leading international frameworks – Global Reporting Index, UN Sustainable Development Goals). This update is to provide advancements in specific areas of ESG in the past quarter (note: not exhaustive).

Topic	Q4 2021/22 Update	Oversight
Governance	New ESG Update Standing Item <ul style="list-style-type: none"> New HRGSR Committee “ESG Update” standing agenda item effective June 2022 to provide updates on ESG initiatives 	HRGSR
Environment SDGs supported:   	Task Force for Climate-Related Financial Disclosures (TCFD) <ul style="list-style-type: none"> New climate-related disclosures to be included in the 2021/22 Integrated Annual Report (IAR) based on TCFD recommendations on governance, strategy, risk management, and metrics and targets Engaged PwC to conduct current state analysis, peer analysis, and identify immediate opportunities <u>Next step</u>: develop action plan for FY 2022/23 and 2023/24 on climate-related risk and opportunity management 	FARM
	Greenhouse Gas (GHG) Inventory <ul style="list-style-type: none"> GHG emission disclosures to be included in the 2021/22 IAR on scope 1 and 2 emissions (direct emissions from sources owned/ controlled by WT and indirect emissions from purchased electricity) <u>Next step</u>: develop boundary and processes for gathering scope 3 emissions (indirect emissions from the supply chain, including construction work), to be reported in 2022/23 IAR 	FARM
	Financial Statement Climate Risk Disclosure <ul style="list-style-type: none"> New financial statement note on line items that can be potentially materially impacted by climate-related risks. Aligned with internationally recognized proposals on standardizing climate disclosures (including International Sustainability Standards Board). 	FARM
	Green Buildings at Quayside KPI 5.1 <ul style="list-style-type: none"> 7+ buildings adhering to WT's leading Green Building Requirements planned for development at Quayside, contributing to Canada's first all-electric, zero-carbon community at this scale 	IREC
Social SDGs supported: 	Diversity, Equity & Inclusion (DE&I) Strategy KPI 8.1 <ul style="list-style-type: none"> Engaged MNP who have conducted current state analysis and developed draft recommendations for WT's DE&I strategy to enhance workplace culture <u>Next step</u>: implement MNP recommendations to reach DE&I strategic objectives on/before Winter 2023, including development of baseline metrics 	HRGSR

  	Indigenous Cultural Safety Training <ul style="list-style-type: none"> Following the completion of Indigenous Cultural Safety training by all staff in fall 2020, WT staff and Board have now substantially completed the post training module called “<i>From Bystander to Ally</i>”. This session is about how to be a part of the social change needed to reconcile and reform our relationships with Indigenous people in Canada. 	HRGSR
	Affordable Housing at Quayside KPI 2.1 <ul style="list-style-type: none"> 800+ new affordable housing units planned for development at Quayside, aligning with WT’s overall commitment to >=20% affordable housing 	IREC
	Accessibility Strategy <ul style="list-style-type: none"> Established the Advisory Committee on Accessibility in Feb 2022 <u>Next step</u>: complete recommendations for the Accessibility Framework in 2022 to enhance people-friendly and accessible public spaces on Toronto’s waterfront 	IREC
	Interim Use and Events Strategy <ul style="list-style-type: none"> Completed interim animation strategy to enhance cultural and economic value of temporary underutilized waterfront lands. Plans include an open-air food market with diverse, local food vendors and sports events at Cherry Beach. 	FARM
	Supporting Artists through Akin Collective <ul style="list-style-type: none"> Provided low-cost studio space to Toronto-based artists at 200 Queens Quay E through subsidized rent to Akin Collective (Nov 2021 – Dec 2022) Creates an immediate vibrant hub that energizes the neighbourhood, builds culture and community, in line with WT’s mandate 	FARM/ Board
	Public Art <ul style="list-style-type: none"> Presented the draft Public Art Master Plan for Villiers Island and Keating West precincts to the Toronto Public Art Commission (TPAC) Appointed new artist-in-residence Lisa Hirmer, whose work examines life in this moment of climate emergency 	Board
	Ongoing Engagement with Indigenous Treaty Holders <ul style="list-style-type: none"> Continued engagement with the Mississaugas of the Credit First Nation (MCFN) regarding their participation in the Quayside proponent evaluation and negotiation process Advancing the idea of an Indigenous Centre on the waterfront, which would be of national significance and representative of all First Nations Cultures from coast-to-coast 	Board

Purpose	For Committee Information.
Areas of note/ Key issues	<p>The Human Resources (HR) report provides a general overview of Q4: January 1, 2022 to March 31, 2022 touching upon some of the following elements that are core to our HR practices: KPIs, Recruitment, Organizational Effectiveness, Talent and Succession Management, Learning and Development, Performance Management, Rewards and Recognition, Diversity, Equity and Inclusion.</p> <p>Some key areas to note in the report are:</p> <p>HR KPIs – Our HR KPIs have been updated for Q4 and are presented in a dashboard reflecting employee: i) Work Life Balance, ii) Wellbeing, Commitment & Motivation, iii) Satisfaction and iv) Development.</p> <p>COVID-19 update – As of mid-March, staff returned to the workplace one day per week with the intention of increasing in office workdays to two per week in April. To support health and safety of staff, <i>Robin</i>, a desk booking and health check in app, was implemented for staff working in the office. The app also supports contact tracing efforts in the event of a positive case.</p> <p>HR Systems – The implementation work continued this quarter on the HR module within our current Enterprise Resource Planning System (ERP), Dynamics 365 (D365). The module will expand on our current system used for Finance and Operations, to include a variety of HR modules that is expected to create efficiencies both within the HR department and for all staff. A soft launch of the HR module was scheduled for early April with a full roll out before the end of the next quarter.</p> <p>Health & Wellbeing – This quarter, we offered a webinar for all staff focusing on physical health. The session, “Eat Well. Move More. Sleep Better.” focused on creating and maintaining healthy habits to promote healthy eating, physical activity and better sleep.</p> <p>Diversity, Equity & Inclusion (DE&I) – The DE&I strategy and implementation plan that MNP presented at the last HRGSR meeting in March 2022 included a set of strategic recommendations to further embed DE&I in Waterfront Toronto’s processes and culture. The first action item was to provide a demographic snapshot of our workforce. In April 2022, we launched the Workforce Demographic Survey - a confidential and anonymous survey designed to capture how an employee self-identifies.</p>
Next Steps	The next HR Update will be provided in Q2 of 2022/2023, reflecting on Q1 (April 1 to June 30, 2022).

The purpose of this report is to provide an overview of Human Resources (HR) practices at Waterfront Toronto for Q4 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 and Succession Management, Learning and Development, Performance Management, Rewards and Recognition, Diversity, Equity and Inclusion 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 and fiscal year end, including previous quarters and fiscal years for comparison and to identify trends.
- Trends in the dashboard are referenced throughout this report.

Recruitment

- As of March 31, 2022, the Corporation's total position count was 99, distributed as follows:
 - 83 fulltime positions – 8 of the positions are vacant and we have started recruitments for 5 of those vacant positions.
 - 16 contract positions – 7 of the positions are vacant and we have started recruitment for 1 of those vacant positions.
- 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 circulated internally, posted on our website and social media channels, advertised on LinkedIn, through professional associations and other job boards. We have also expanded our advertising to include job boards that reach diverse candidates and continue to broaden these efforts.
- 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.
- Recruitment efforts have continued completely remotely, and we successfully hired and onboarded 6 new employees during the quarter, for a year-to-date total of 16 completed recruitments.

- We facilitated 2 employee exits during the quarter, due to end of contract. Our voluntary turnover rate this quarter fell from 7% to 0%. Although we had a low turnover this quarter, our fiscal year average is still slightly high in comparison to previous years, but in line with trends in the market and impacts of the great resignation. More information on our quarterly and annual turnover is presented in the attached dashboard.

Organizational Effectiveness

- All staff returned to the workplace as of March 21, 2022, starting with one day per week with the intention of increasing to two days per week in April. The office remained open throughout the quarter for employees to use and for necessary in person meetings.
- To efficiently support contact tracing and the well being of Waterfront Toronto staff, jointly with IT, we implemented a desk reservation and health check in app called Robin. The app is an active health screening system for any staff entering the workplace. By reserving a desk through the app, it supports us to identify and notify staff who may have been a close contact in the event a staff member receives a positive COVID-19 diagnoses.
- 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 remains in effect, requiring that to attend the office all employees and guests must be fully vaccinated and provide proof of full vaccination (two doses) from a Health Canada approved vaccine series, or provide exemption details. 100% of our staff are fully vaccinated, including any new employees who have joined us this quarter.
- In this quarter, the implementation continued 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 has been working with an external consulting team to configure and implement 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, Competencies, and Employee Development. This module is expected to create efficiencies both within the HR department and for all staff. A soft launch of the HR module was scheduled for early April, with a full roll out planned before the end of next quarter, once operating glitches have been rectified. The roll out will include training for all staff.
- The HR team also completed the transition from our current payroll system to a new upgraded platform, ADP. It went live on the March 31, 2022 payroll. The system is more efficient and offers an improved user experience for both the HR department and all staff. For example, staff can access their pay stubs and tax forms through their ADP profile rather than HR individually emailing.
- This quarter, the HR department grew, adding an HR Coordinator to the team. To create efficiencies, the team created a joint email account for staff use: hr@waterfronttoronto.ca. This account will contact all HR Team members and provide faster and better service to employees.

Learning & Development

- To further enhance the training that all staff undertook in the fall of 2020 on Indigenous Cultural Safety, this quarter we continued enrolling staff in the next training module called: From Bystander to Ally. The purpose of 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. All staff who were eligible (having completed the first session) were enrolled by March 31, 2022. All new staff that join the Corporation are enrolled in the first training module as part of on-boarding.
- To March 31, 2022, we've registered 86 staff and 26 Board and Design Review Panel members in part I, *Indigenous Cultural Safety* training and 72 staff and 14 Board and Design Review Panel members in part II of the training, *From Bystander to Ally*.
- We support learning and development opportunities that employees wish to take to enhance and develop their skills. After revising our Learning and Development Guideline last 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. In Q3, the number of employees using the program as well as the average spend did decrease significantly, however, those numbers have increased in Q4.
- The average spending amount per employee using the program was \$911 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.
- This quarter we organized a webinar for all staff, focusing on physical health. The session "Eat well. Move more. Sleep Better" focused on creating and maintaining healthy habits to promote health eating, physical activity and better sleep. Attendance of the session was strong with 45 employees attending and participating in the session (more than 50%), and feedback overall was positive.

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 fiscal year 2021/22 Step 3 – Year-end Review is completed, and final overall results will be shared later on during the meeting.
- Our PFS process for fiscal year 2022/23 is well underway for Step 1 – Planning.

Rewards & Recognition

- As part of recognition and rewards, the Service Awards program was created in May 2014. In the eight 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 that diverse voices are included 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 inclusive and equitable access to the waterfront.
- In late 2021, Waterfront Toronto engaged MNP to help create our DE&I strategy, starting with an assessment of our current state of DE&I. This assessment was critical to informing the development of a WT DE&I strategy. It has enabled the organization to strategically approach our DE&I efforts to support future growth of Waterfront Toronto and build on the relationships we have established with Indigenous People's and continue building relationships with other important stakeholders and communities.
- The strategy was developed through in-depth interviews with Board members and Senior Leaders, and via focus groups with staff. A Barrett Culture Assessment - a detailed understanding of the personal motivations of employees, their experience within your organization, and the direction the organization should be heading - was carried out as well.
- At the last HRGSR meeting on March 3, 2022, MNP presented a final report and implementation plan to the Board on Waterfront Toronto's DE&I journey thus far. The findings showed Waterfront Toronto's culture is healthy, and will support further work on DE&I.
- The implementation plan included a set of strategic recommendations to further embed DE&I in Waterfront Toronto's processes and culture. To provide a baseline demographic snapshot of our workforce, the first action item was to launch a confidential and anonymous Workforce Demographic Survey in April 2022.
- The Workforce Demographic Survey questions were designed to capture an accurate picture of how employees self-identify. The data collected in year one will provide a useful baseline to compare future data as the survey rolls out annually.
- Other recommendations are being worked on and further updates will be provided.

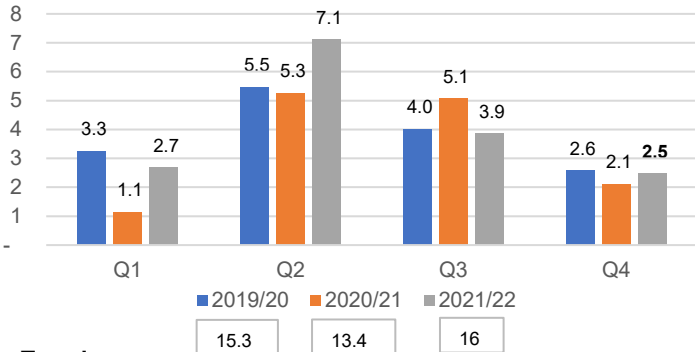
Human Resources KPI Dashboard as of March 31, 2022 (Q4 2021/22)

Issued on: June 9, 2022

All figures are presented by fiscal year

Work Life Balance

Average Vacation Days Taken Per Employee



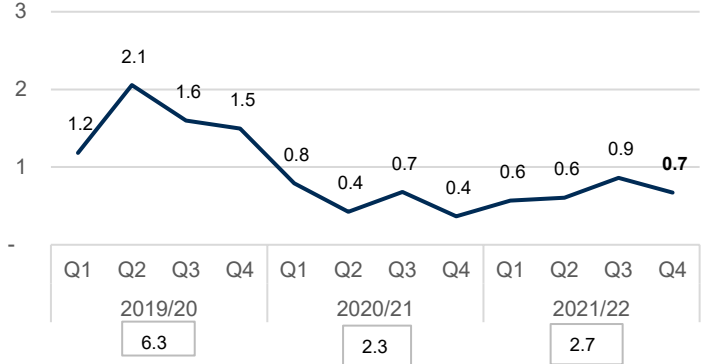
Trends:

Slight increase in vacation taken for 2021/22 Q4 compared to last year Q4. Increase is likely due to March Break season and the lifting of travel bans and provincial restrictions.

Overall fiscal year vacation average is higher than last two years. As noted above, the increase is likely due to the lifting of travel bans and provincial restrictions corresponding with March Break season as well as high vacation balances due to carry overs from previous years.

Wellbeing, Commitment, and Motivation

Average Sick Days Taken Per Employee



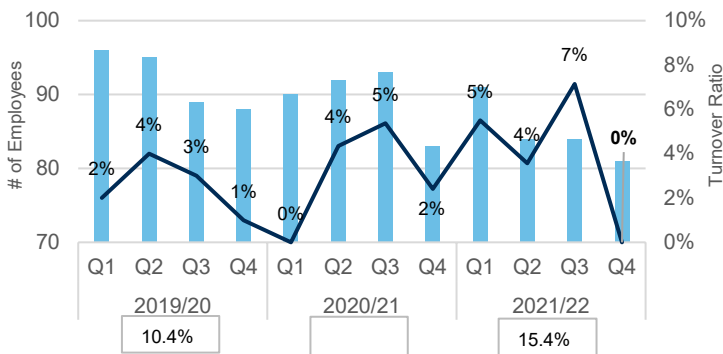
Trends:

Sick days have been trending downwards since the pandemic began likely due to the corporations pivot to work from home to support health and well being. Additionally, employees may choose to work despite not feeling 100% because they're in the comfort of their home. This indicates high commitment and motivation from our employees.

A slight increase in sick day use this FY could be influenced by the return to the workplace, the reopening of schools, the Omicron COVID-19 variant, as well as anxiety and other mental health challenges related to returning to the workplace.

Satisfaction

Voluntary Employee Turnover



Trends:

While we saw an increase in voluntary turnover this FY, as "The Great Resignation" trend continued, we had an exceptionally low turnover this quarter, especially compared to last quarter.

Our overall average this FY is still higher than we'd like to see, but hope that it continues on this downward trend into the next FY.

Development

Learning and Development Spending and Usage



Trends:

Following a drop last quarter in the Average Dollar Spent/Employee and Number of Employees using the program, we are happy to report a significant increase this quarter in both areas.

Despite the mandatory training this quarter - part II *From Bystander to Ally* - employees are still prioritizing their learning and development and taking advantage of the program.

Overall compared to last FY, both Number of Employees and Average Dollar Spent/Employee has increased pointing to strong staff engagement and effectiveness of WT programs.

Purpose	For Committee Information
Areas of note/ Key issues	<p>The Staff Performance Review for 2021/22 consists of a report highlighting some of WT's accomplishments this year which serves as base for setting compensation adjustments for the upcoming year.</p> <p>The following is a summary of the 2021/22 Planning for Success (PFS) rating results for all 75 eligible staff below the CEO:</p> <ul style="list-style-type: none"> • Exceeds Expectations (EE) Rating – 14 staff = (18.7%) • Achieved Expectations Plus (AEP) Rating – 21 staff = (28.0%) • Achieved All Expectations (AAE) Rating – 26 staff = (34.7%) • Achieved Some Expectations (ASE) Rating – 1 staff = (1.3%) • Expectations Not Achieved (ENA) Rating – 13 staff = (17.3%) <p>Through the pre-established P4P program, all employees who meet performance expectations, have an opportunity to receive an adjustment to salary based on his/her performance rating (the PFS process) which allows employees to progress through their salary grade range, based on individual performance.</p> <p>We will go through my recommendations and our third-party compensation review in our closed session.</p>
Next Steps	Staff Salary Adjustments for 2022/23 will be provided in Q2 of 2023

SUMMARY OF BASE COMPENSATION ADJUSTMENTS

The year 2021/22 was another extremely busy year for Waterfront Toronto with the pressure that the pandemic continued to layer on our day-to-day deliverables.

Understandably, much of the Corporation's resources, and public attention, were focused on the Quayside and the Port Lands Flood Protection Projects. However, much has been accomplished in addition to these two projects over this past year. Some examples of our accomplishments this year include:

- Implementing our largest, complex infrastructure program on the Waterfront, the \$1.25 B Port Lands Flood Protection (PLFP) Project, which included: delivery and installation of two (of four) new bridges; relocation of Fire Hall 30: complete excavation of river valley; negotiation of project agreements with Toronto Hydro and Enbridge Gas; excavation of Canoe Cove; removal of the Gardiner Expressway/Lake Shore Boulevard on and off ramps.
- Undertook the Quayside RFP process, which culminated in the approval of a Development Partner by IREC and the Board. The Quayside development has a value of approximately \$3B.
- Worked with a major donor to secure Offer of Gift made to the Mayor for Toronto's first-ever Art Trail, which will be announced publicly in June.
- Oversaw 10 Design Review Panel meetings covering 20 project reviews and obtained support for major projects to move ahead.
- Secured City Council approval for a Fundraising Memorandum of Understanding term sheet to outline how Waterfront Toronto and City of Toronto will collaboratively work together on fundraising.
- Generated tremendous coverage and support for the new Quayside vision with key message pull through during February announcement.
- Completed Villiers Island (VI) infrastructure Due Diligence Report as required for the VI Business and Implementation Plan including comprehensive Public Realm Plan for Villiers's Island Due Diligence report.
- Completed World Class Design, Iconic Architecture, Ground Floor Animation, and POPS sections of the Quayside RFP that resulted in world-class design submissions.
- Submitted Parliament Slip Activation Project Business Case to three levels of government to help secure project funding.

- Implemented 8 temporary art projects including:
 - Peacemaker's Canoe, Jul 2021
 - A Mobile Landscape, Jul 2021
 - Olamina, Aug 2021
 - Cherry Street Hoarding, Aug 2021
 - Love Park Hoarding, Oct 2021
 - Don River Radio, Oct 2021
 - Rahyne (Short Film), Nov 2021
 - Kemetic Yoga Series, ongoing
- Prepared the DRAFT QS Business Implementation Plan which is required for the inclusion of City and CreateTO land in the Quayside project, as well a mechanism of securing capital funding required to deliver WT's roads, infrastructure and public realm in Quayside.
- Contributed to the City's 5-year Development Charge background study, which increased the City's Capital Development Charge project value for Waterfront and Port Lands projects, including additional projects on Villiers Island, providing a potential dedicated funding stream for ongoing and future projects.
- Secured tri-government approval for a \$50M borrowing consent increase (from \$40M to \$90M) and five-year term extension (March 2023 to May 2028).
- Secured tri-government approval for Waterfront Toronto's Revenue Consent amendment to support the Corporation's fundraising initiatives.
- Hosted two philanthropist boat tours in Fall 2021 and one in office meeting to prospect for philanthropy opportunities for shared public spaces.
- Implemented and launched new Corporate website that is AODA compliant with stronger cyber security measures.
- Increased awareness of PLFP project in 2021 through presentations at public meetings, and media tours and interviews including: Presentation and construction update to over 300 constituents of Councilors Fletcher and Bradford in December; Presentation and construction update to TRCA Board of Directors in April; 680 News interview in April; City TV interview in August; Site tour and interview for Weather Network documentary in September; BlogTO interview related to PLFP bridge arrival in September; Site tour & interview with Alex Bozikovic of the Globe and Mail, in November; Site tour & interview with Alex Bozikovic of the Globe and Mail, in November.

- Successfully completed and gained Board approval of our second Integrated Annual Report (i.e. integration of Annual Report with Corporate Social Responsibility and Sustainability Report), which also contained KPI results compared to targets in June 2021.
- Successfully completed and gained Board approval of our Rolling Five Year Strategic Plan 2022/23 – 2026/27 with theme Leading with Landscape, including 2022/23 Corporate Plan, performance measure targets, key aspects of fundraising action plan as well as increased focus on Diversity, Equity and Inclusion in December 2021.
- In Bayside, the third condominium, Aquabella, was registered in March 2022 and WT closed on the site with significant financial contributions in land sales proceeds on March 30, 2022.
- Established interim use strategy to help animate the waterfront year-round. This culminated in securing an initial event for the summer of 2022 – Smorgasburg.
- Engaged MNP to help create our Diversity Equity & Inclusion strategy.
- Convened Empire Club's "Future of the Waterfront" - one of the best attended online events of the year.
- Published 26 new blog posts promoting public awareness around WT accomplishments in areas including affordable housing, innovation and climate leadership, Indigenous engagement, complete communities, public art and design excellence.
- Hosted, led or participated in 54 public and/or stakeholder meetings (mostly virtual) increasing awareness, providing important information and seeking input into our work.
- Undertook a detailed cashflow model based on the Quayside RFP to illustrate WT cashflow requirements and available funds.
- Successfully supported the City of Toronto in the Port Lands Official Plan Modification (OPM) settlement discussions and ensured that the resulting settlements preserved WT's planning and development goals within the Port Lands.
- Continued to enhance cyber security measures including implementation of employee phishing awareness campaign, password protection system (Keeper), configuration of enhanced MS security features, and third party penetration testing (April 2021 and May 2022), in addition to the annual Cyber Security training for all staff.
- Favourable second follow up Audit report released December 2021 which recognized Waterfront Toronto as one of the organizations who are "better at implementing the recommendations of the Ontario Auditor General" and "one of the few organizations who self-assessed the status of its fully implemented recommendations accurately". Further, WT was tied for first with respect to implementation status (organizations with 11-30 action items) in the 2021 report with 91% full implementation rate.

- As part of supporting arts and culture on the waterfront provided 5,000 s.f. of Waterfront Toronto space at 200 Queens Quay East to Akin Collective, a Toronto-based arts organization that provides creative studio space at low cost to artists.
- The Waterfront Toronto Employment Initiative was enhanced to provide a more and better benefits for equity deserving groups.
- The Score joined WPP and MaRS in the Waterfront Innovation Centre, which was tenanted according to WT's Development Agreement and the Ground Lease with the City. WT facilitated time-sensitive approval by the City (as landlord) for The Score's signage plan.
- Programmed and executed a fun and engaging Waterfront Toronto exhibit at BILD's National Home Show: "The Big One".
- Successfully on-boarded five new Waterfront Toronto directors, preparing and presenting briefing materials and work sessions in fall 2021.
- Developed phasing strategy for Destination Playground and obtained PFR support.
- Partnered with the Waterfront BIA in a summer "Cleaning up the Waterfront" day, the first of more to come as part of establishing a Volunteer network on the waterfront.
- Procured a real estate broker to assist with Waterfront Toronto's future office lease options, including the development of a workplace strategy regarding space needs post pandemic, business case for office space requirements, location and cost, and execution of a new lease (existing or new space), which is well underway.
- Collaborated with Ports Toronto to successfully re-procure marine use of the Yonge Slip East Dockwall to promote marine activation.
- Joint Health and Safety Committee met regularly to address the impacts of the COVID-19 pandemic and Developed (and modified) a staff Return to the Workplace plan as required to respond to changing Public Health restrictions and requirements throughout the year.
- Successfully facilitated an independent Board Effectiveness Evaluation.
- Completed a major update to the Corporation's Business Continuity Plan.
- Secured adequate and cost-effective corporate insurance coverage, including Directors and Officers, for fiscal 2022/23 in collaboration with WT's insurance broker, maintaining coverages in an increasingly harder insurance market, keeping the premium increase to 18% (\$40K), considered very good.

The combination of day-to-day remote work, a hiring freeze imposed in 2020 and delivering major projects has resulted in heavy workloads. These results happened as a result of extraordinary staff commitment and exceptional performance.

I am pleased to provide my performance rating recommendations to recognize the exceptional efforts that our Team has accomplished in 2021/22.

The following is a summary of the 2021/22 PFS rating results for all eligible staff:

75 Staff below the CEO:

- Exceeds Expectations (EE) Rating - 14 staff = (18.7%)
- Achieved Expectations Plus (AEP) Rating – 21 staff = (28.0%)
- Achieved All Expectations (AAE) Rating – 26 staff = (34.7%)
- Achieved Some Expectations (ASE) Rating – 1 staff = (1.3%)
- Expectations Not Achieved (ENA) Rating – 13 staff = (17.3%)

For comparison purposes, the results for 2020/21 for the 76 Staff below the CEO were:

- Exceeds Expectations (EE) Rating - 11 staff = (14.5%)
- Achieved Expectations Plus (AEP) Rating – 24 staff = (31.6%)
- Achieved All Expectations (AAE) Rating – 23 staff = (30.3%)
- Achieved Some Expectations (ASE) Rating – 2 staff = (2.6%)
- Expectations Not Achieved (ENA) Rating – 16 staff = (21.1%)

Through the pre-established P4P program, all employees who meet performance expectations, have an opportunity to receive an adjustment to salary based on his/her performance rating (the PFS process) which allows employees to progress through their salary grade range, based on individual performance.

As noted in last year's meeting and subsequent meetings I will not be recommending a further base salary freeze like in the past few years. We will go through my recommendations and our third-party compensation review in our closed session.



**Human Resources, Governance and Stakeholder Relations (HRGSR)
Committee Meeting
June 9, 2022
Item 7 – Board Retreat
Wende Cartwright**

Purpose	For information
Areas of note/ Key issues	Wende Cartwright will update the committee on plans for the board strategic session.
Resolution/ Next Steps	The Board strategic session will be held on Thursday, June 16, 2022.

Closed Session

ON MOTION duly made by [●] and seconded by [●] and carried, be it
RESOLVED that the Minutes of the Closed Session of the HRGSR Committee
meeting held on March 3, 2022 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) • ESG Update
9.	Thursday, June 9	HRGSR	Per HRGSR Work Plan
10.	Thursday, June 16	Board Strategic Session	
11.	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
12.	Thursday, September 15	HRGSR	Per HRGSR Work Plan
13.	Thursday, September 22	FARM	Per FARM Work Plan
14.	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)

15.	Thursday, October 13	Board	<ul style="list-style-type: none"> • Report of the HRGSR, IREC, and FARM committees • 2023 Board and Committee Meeting Calendar
16.	Thursday, November 10	HRGSR	Per HRGSR Work Plan
17.	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)
18.	Thursday, November 24	FARM	Per FARM Work Plan
19.	Thursday, December 8	Board	<ul style="list-style-type: none"> • Report of the HRGSR, IREC, and FARM committees • Approval of 2022/23 Corporate Plan