



Human Resources, Governance and Stakeholder Relations Committee

Agenda and Meeting Book

THURSDAY, SEPTEMBER 15, 2022 FROM 9:00 AM TO 11:00 AM

MICROSOFT TEAMS MEETING



Meeting Book - Human Resources, Governance and Stakeholder Relations Committee

Agenda - Thursday, September 15, 2022

Public Session Agenda

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 June 9, 2022 HRGSR Committee Meeting - 4	Approval	All
	b) Environmental, Social and Governance (ESG) Update - 7	Information	L. Taylor
9:20 a.m.	5. Human Resources Report	Information	R. Desrochers
	Coversheet - 9		
	Report - 10		
	HR KPIs - 14		
	Appendix: DEI Recommendations / Timeline - 15		
9:35 a.m.	6. 2023 Meeting Schedule for the Board and Committees	Information	I. Ness
	Coversheet - 16		
	Schedule - 17		
9:45 a.m.	7. Work Plan for HRGSR Committee	Approval	I. Ness
	Coversheet - 19		
	Sept 2022 - Sept 2023 HRGSR Committee Meeting Calendar and Workplan - 20		
	HRGSR Committee Mandate - Final March 25, 2021 - 22		
9:55 a.m.	8. Governance Documentation	Information	I. Ness
	Coversheet - 29		
10:05 a.m.	9. Motion to go into Closed Session	Approval	W. Cartwright

Closed Session Agenda

The Committee will discuss items 10 and 11, being consideration of the minutes of the Closed Session June 9, 2022 HRGSR Committee meeting, 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 10 in the closed session is provided in the Minutes of the Open Session of the June 9, 2022 HRGSR Committee meeting contained in item 4(a) of this agenda, and for item 11 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 - 30

10:55 a.m.	12. Motion to go into Open Session	Approval	All
10:55 a.m.	13. Resolution(s) Arising from the Closed Session (if any)	Approval	W. Cartwright

Form - 31

11:00 a.m.	14. Motion to Terminate the Meeting	Approval	W. Cartwright
FYI	Next Meeting: Thursday, November 10, 2022	Information	All
FYI	Upcoming Board and Committee Meetings	Information	All

Schedule - 32

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

PRESENT: Wende Cartwright (Chair)
Rahul Bhardwaj
Paul Khawaja

REGRETS:

ATTENDANCE: WATERFRONT TORONTO
George Zegarac (President and CEO)
Lisa Taylor (Chief Financial Officer)
Rose Desrochers (VP, Human Resources and Administration)
Cameron MacKay (VP, Strategic Communications and Engagement)
David Kusturin (Chief Project Officer)
Kristina Verner (VP, Innovation, Sustainability & Prosperity)
Pina Mallozzi (VP, Design)
Iain McMullan (Executive Director, Philanthropy)
Ian Ness (General Counsel)
Liv Bautista (Legal Counsel)
Charmaine Miller (Executive Assistant to the CEO & Board Administrator)

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

- Stephen Diamond, Board Chair, Waterfront Toronto
- Anne-Marie Rozon, Principal Advisor, Waterfront Toronto, Sarah Khan, Analyst, Iswariya Tirunagaru, Analyst, Investment, Partnerships and Innovation Branch, Infrastructure Canada
- Chris Monahan, Director, Agency, Policy and Accountability Branch, Andre James, A/Manager, Louis Bitonti, Senior Policy Advisor, Hannah Verrips, Policy Advisor, Agency, Governance and Accountability Unit, Ministry of Infrastructure
- Heather Wilkinson, H. Wilkinson Consulting Group

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 9:06 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 Paul Khawaja, and 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) Draft Minutes of the Open Session of the Committee meeting held on March 3, 2022

ON MOTION duly made by Rahul Bhardwaj, seconded by Paul Khawaja and carried, it was **RESOLVED** that the Minutes of the Open Session of the HRGSR Committee meeting held on March 3, 2022 be approved, as tabled.

b) Environmental, Social and Governance (ESG) update

Management presented a new Environmental Social Governance (ESG) report which outlines various ESG related initiatives the Corporation is currently involved in.

5. Human Resources Report

The Committee received a report containing an overview of the Human Resources (HR) practices at Waterfront Toronto over the last fiscal quarter that focused on the following HR areas: Recruitment, Organizational Effectiveness, Learning and Development, Performance Evaluation, Rewards and Recognition and Diversity, Equity and Inclusion. The report also contained a dashboard on KPIs for the fiscal quarter and fiscal year end, including previous quarters and fiscal years for comparison and to identify trends.

6. Staff Performance Review for 2021/22

The CEO presented a report highlighting some of Waterfront Toronto's accomplishments for this past fiscal year. Wende Cartwright, in her capacity as Committee Chair noted that 2021/22 was another extremely busy and successful year for Waterfront Toronto, compounded with the pressure of the pandemic.

The CEO also presented a summary of the 2021/22 Planning for Success (PFS) rating results for 75 eligible staff below the CEO along with comparison results for 2020/21.

7. Board Retreat

Wende Cartwright provided a brief update regarding the Board strategic session scheduled for June 16, 2022.

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, and 12. 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 March 3, 2022 HRGSR Committee meeting contained under item 4(a) of this agenda, for items 10, 11 & 12 is Section 6.1(1)(b), The meeting continued in Closed Session.

9. Consent Agenda

Draft Minutes of the Closed Session of March 3, 2022 HRGSR Committee meeting

10. Year-end Performance Assessment for Executives and Third-party Compensation Review (Directors and CEO Only). For the period April 1, 2021 to March 31, 2022 and compensation recommendations for April 1, 2022 to March 31, 2023

11. Year-end Performance Assessment for the CEO (Directors Only). For the period April 1, 2021 to March 31, 2022 and compensation recommendations for April 1, 2022 to March 31, 2023

12. Committee Chair Discussion

13. 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.

14. 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.

15. 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

Human Resources, Governance and Stakeholder Relations Committee
September 15, 2022
Item 4b Environmental, Social, and Governance (ESG) Update
Lisa Taylor

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	Q1 2022/23 Update	Oversight
Governance	Quarterly ESG Update Standing Item <ul style="list-style-type: none"> Quarterly “ESG Update” a standing agenda item for Board and Committees effective June 2022 	Board
Environment SDGs supported: <div style="display: flex; flex-direction: column; align-items: flex-start;"> <div style="margin-bottom: 5px;">  </div> <div style="margin-bottom: 5px;">  </div> <div>  </div> </div>	Recommendations of Task Force for Climate-Related Financial Disclosures (TCFD) <ul style="list-style-type: none"> Published WT's inaugural TCFD-recommended disclosures in the 2021/22 Integrated Annual Report (IAR), outlining our approach to climate risks and opportunities from the perspectives of governance, strategy, risk management, and metrics and targets (<i>refer Appendix 4 of the IAR</i>) Engaged PwC to review physical and transitional climate risks facing WT. Top recommendations such as the proposal of a corporate climate strategy, setting a net zero target and establishing a formal TCFD Steering Committee will be included in next quarterly ESG Update. 	FARM
	Greenhouse Gas (GHG) Inventory <ul style="list-style-type: none"> Published corporate scope 1 and 2 GHG emissions (direct emissions from sources owned/ controlled by WT and indirect emissions from purchased electricity) in the 2021/22 IAR Began process to measure scope 3 emissions (indirect emissions from the supply chain, notably construction emissions from Port Lands Flood Protection project) 	FARM
	Green Buildings KPI 5.1 <ul style="list-style-type: none"> Welcomed first tenants at the Waterfront Innovation Centre (125 Queens Quay East), a LEED Gold registered building that puts sustainability first with a focus energy efficiency and carbon emissions reduction 	IREC
Social SDGs supported: <div style="display: flex; flex-direction: column; align-items: flex-start;"> <div style="margin-bottom: 5px;">  </div> <div>  </div> </div>	Diversity, Equity & Inclusion (DE&I) Strategy KPI 8.1 <ul style="list-style-type: none"> DE&I Strategy recommendations from MNP are underway for implementation, targeting Winter 2023 for completion. Key initiatives include launching a staff working group to review Organizational Values and create an Affirmation Statement in support of a people-first DE&I Strategy 	HRGSR
	Indigenous Cultural Safety Training <ul style="list-style-type: none"> WT staff and Board continue to receive Indigenous Cultural Safety training (part II “<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

<div> <div>11 SUSTAINABLE CITIES AND COMMUNITIES</div> <div>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</div> </div>	Accessibility Strategy <ul style="list-style-type: none"> With support from the newly minted (Feb, 2022) Advisory Committee on Accessibility, WT is currently developing Waterfront Accessibility Design Guidelines, building on the AODA and Toronto Accessibility Design Guidelines, to guide public realm design and demonstrate leadership in accessible design excellence on the waterfront. 	Board
	Interim Use and Events Strategy <ul style="list-style-type: none"> As part of the Corporation's interim animation strategy, WT is host Smorgasburg on waterfront lands, a weekly open-air food market featuring diverse local vendors (until Sept 2022) 	FARM
	Public Art <ul style="list-style-type: none"> Secured a \$25 million donation from the Pierre Lassonde Family Foundation to create a new, outdoor public art trail on the future Villiers Island Completed temporary floating art installation "<i>Happy Castaways</i>" by artist collective Demers-Mesnard, inspired by the relationship between global environmental conditions, urban development, and wild animals 	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 negotiation and design process Launched Request for Prequalifications (PQ) to seek Indigenous architects, designers and artists to create a series of integrated features in the new mouth of the Don River 	Board

Purpose	For Committee Information.
Areas of note/ Key issues	<p>The Human Resources (HR) report provides a general overview of Q1: April 1, 2022 to June 30, 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 Q1 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 May, staff returned to the workplace two days per week. To support health and safety of staff, the use of <i>Robin</i>, a desk booking and health check in app, continued 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. We had a soft launch of the HR module in early April for the HR and IT team with a full roll out anticipated in October 2022.</p> <p>Diversity, Equity & Inclusion (DE&I) – To further embed DE&I in Waterfront Toronto's processes and culture, work has begun on the DE&I strategy that MNP presented at the HRGSR meeting in March 2022. The first recommendation, to launch a Workforce Demographic Survey - a confidential and anonymous survey designed to capture how an employee self-identifies, was completed. Several of the other recommendations are already in progress.</p>
Next Steps	The next HR Update will be provided in Q3 of 2022/2023, reflecting on Q2 (July 1 to September 30, 2022).



Human Resources, Governance and Stakeholder Relations Committee Meeting September 15, 2022 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 Q1 of FY 2022/23.

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. This report contains highlights 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 comparisons to previous quarters and fiscal years to identify trends and support strategic analysis.
- Trends in the dashboard are referenced throughout this report.

Recruitment

- As of June 30, 2022, the Corporation's total approved position count was 114, distributed as follows:
 - 92 fulltime positions – 77 filled FTE positions and 15 of the positions were vacant. Recruitment for 6 of those vacant positions was in progress.
 - 22 contract positions – 15 filled contract positions and 7 were vacant. Of the 15 filled positions, 9 of those employees started during Q1.
- 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 13 new employees during the quarter.

- Of the 13 employees onboarded in the quarter, six were summer interns that supported work in the Development, Planning and Design, Strategic Initiatives and Communications departments.
- We facilitated 4 employee exits during the quarter. Our voluntary turnover rate this quarter rose from 0% in Q4 of 2021/22 to 4% in Q1. Although turnover rose this quarter, it is still lower than last year's Q1, which was 5%. Given the current market with employees leaving their jobs in high numbers and seeking new employment opportunities, we are pleased to see our turnover rate remains low and in line with internal year over year trends. More information on our quarterly and annual turnover is presented in the attached dashboard.

Organizational Effectiveness

- In May, Waterfront Toronto increased in office days to two per week or more as business operations required. The office continued to be accessible throughout the quarter for employee use and we saw an increase in the use of meeting rooms for in person meetings.
- Waterfront Toronto continued to use Robin as the health check in and desk reservation system to prevent the spread of COVID-19 in the workplace. The system has also supported contact tracing and proven to be a useful tool.

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 all new employees onboarded in Q2.

- 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 external developers to design the absence management platform and enhance the D365 HR Module as an extension to our current system used for Finance and Operations. The new platform will include Absence Management, Performance Management, Recruitment, Employee Self-Serve, Compensation, Budgeting & Forecasting, Onboarding & Offboarding, Competencies, and Employee Development. We had a soft launch of the HR module in early April for the HR and IT team, who have been working closely to transfer employee data from the previous system to the new system. We continue to work with IT and the consultants to test the system and identify bugs. This module is expected to create efficiencies both within the HR department and for all staff. A full roll out with training to all staff is targeted for the end of October 2022, once the system is fully operational.
- To create efficiencies, last quarter the team created a joint email account for staff use: hr@waterfrontontario.ca. This account contacts all HR Team members so as to provide faster and better service to employees.

Learning & Development

- As part of our efforts to contribute to the social change needed to reconcile and reform our relationships with Indigenous people in Canada all new staff continue to be enrolled in part I, *Indigenous Cultural Safety* training and all eligible staff have completed part II, *Bystander to Ally*.
- To June 30, 2022, we've registered 89 staff and 26 Board and Design Review Panel members in part I, *Indigenous Cultural Safety* training and 77 staff 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 as of April 1, 2021, we immediately saw an increase in the number of employees using the program as well as the average spend per employee.
- In Q1, the average spending amount per employee using the program was \$582.24, up from \$474.61 in Q1 of 2021/22. The number of employees accessing the program also increased in comparison to Q1 of 2021/22 from 9 to 11, or 12% of total employees. 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 evaluates 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.

- Waterfront Toronto's performance management process, PFS, is a rigorous three-step process that takes place year-round with three formal check ins that supports ongoing discussion between employee and manager.
- Our PFS process is structured to evaluate both what an employee achieves throughout the fiscal year as well as how the employee undertakes the work, through evaluation against Waterfront Toronto's corporate vision, business objectives, code of ethics and key competencies.
- Our PFS process for fiscal year 2022/23 Step 1 – Planning was completed by June 30, 2022, and employees worked with their managers to determine their goals for the year. During Step 1, the Senior Management Team (SMT) members have incorporated one or more DE&I objectives into their annual performance goals. Their initiative will lead the way for our entire team to ensure DE&I objectives are included in each employee's PFS.

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 8 staff members have received their fifteen-year service award, 33 staff have received their ten-year service awards and 70 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.
- As part of our commitment, Waterfront Toronto engaged MNP consultants in late 2021 to support the creation of our DE&I strategy, starting with an assessment of our current state. MNP attended our March 3, 2022, HRGSR meeting where they provided their final report on our 2-5 year DE&I strategy. The assessment was critical to informing the development of Waterfront Toronto's DE&I

strategy which included 12 key recommendations. For your reference, please find the 12 recommendations made by MNP in Appendix A.

- The first recommendation actioned was to launch a confidential and anonymous Workforce Demographic Survey in April 2022 with the purpose of capturing how employees self-identify. The information provides an accurate synopsis of the workforce composition which allows Waterfront Toronto to tailor programs to the needs of staff, identify if the workforce and customer profiles align and clearly identify gaps that may exist. The data collected in year one will provide a useful baseline to compare future data as the survey rolls out annually.
- For year one, WT is very pleased to report that our employee participation rate was 90% which provides an excellent baseline and is well over North American average participation rates of 30-40% for surveys of this nature. Gathering data takes time and providing demographic data is always voluntary. The goal over time is to gather the information during onboarding and to build the trust with employees that ensures they are fully engaged and supportive of self-identifying – with an acknowledgement that intersectionality is celebrated.
- The results of the survey will be presented to staff at an upcoming townhall, after which time the results will be shared with this committee.
- The next two recommendations in progress are to further our work on organizational values and create a Waterfront Toronto affirmation statement. We sought staff participation to form working groups responsible for drafting and finalizing these important statements and clarity around DE&I at Waterfront Toronto. It was important to ensure that our communication offering around DE&I came directly from our staff. We have scheduled these working sessions during Q2 and we look forward to providing an update at the next meeting.
- During the PFS Step 1 Planning, SMT members have incorporated one or more DE&I objectives into their annual performance goals. Their initiative will help lead the way for our entire team to ensure DE&I objectives are prioritized as important deliverables within the expectations of each role.
- As part of our DE&I efforts in recruitment we are reviewing internal processes to ensure they are consistent with DE&I best practices and free of bias and inequity. With the support of C-suite members, we have updated our interview guides to include consistent messaging about the corporation, the department and the role. We are gathering data to better understand where our applicants learn about our open positions and how we can continue to reach a wider audience reflective of our Toronto community. We have added an additional opportunity during the selection process for applicants to identify any accommodation support they may require.
- Other recommendations are being worked on and further updates will be provided.

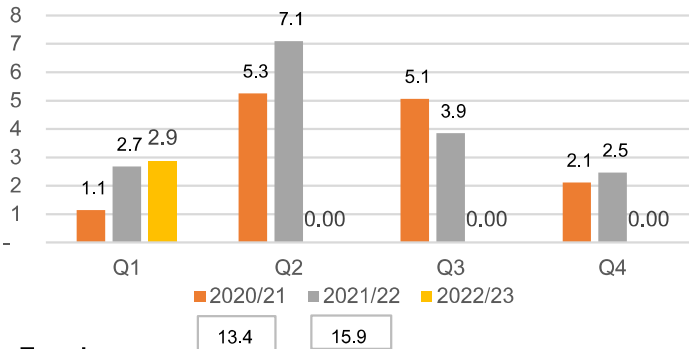
Human Resources KPI Dashboard as of June 30, 2022 (Q1 2022/23)

Issued for HRGSR meeting on: September 15, 2022

All figures are presented by fiscal year

Work Life Balance

Average Vacation Days Taken Per Employee



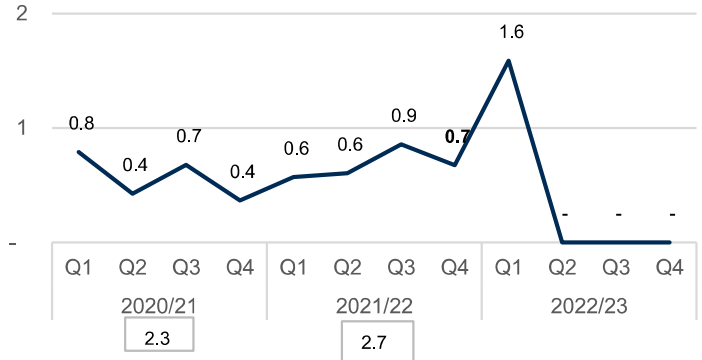
Trends:

Slight increase in vacation taken for 2022/23 Q1 compared to last year Q1. The increase is likely due to a return to normalcy post pandemic restrictions.

While vacation taken in this year's Q1 is higher than last year's Q1, WT's 'Total Vacation Days Taken' and 'Average Vacation Days per Employee' in this year's Q1, are lower in comparison to Q1 of 19/20, the most recent 'normal' comparative quarter. As the summer continues we anticipate seeing vacation days increase and staff using their vacation benefit to the max.

Wellbeing, Commitment, and Motivation

Average Sick Days Taken Per Employee

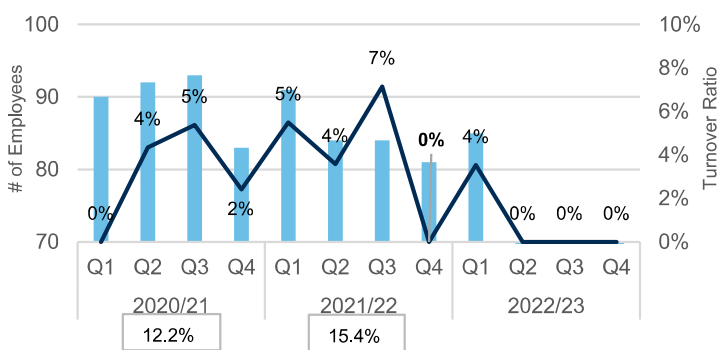


Trends:

2022 Q1 saw a dramatic increase in sick days compared to last quarter and the previous two years with total sick days this quarter nearly tripling. Sick day rates have returned to pre-pandemic rates and are similar to 19/20 Q1, but slightly higher due to leave of absence. The increase in sick days could be due to returning to normalcy post pandemic, and being exposed to a wider range of germs leading to bacterial and viral illness, as well as mental health challenges.

Satisfaction

Voluntary Employee Turnover



Trends:

Turnover in 2022/23 Q1 is lower than turnover in 2021 Q1. Of the resignations in Q1, two staff were recently converted to full time status but had been looking for opportunities with better compensation. The other was contract staff that left prematurely as they found full time work. Generally, we are pleased to see this ratio stay within our average given the large turnover being experienced across the market.

Development

Learning and Development Spending and Usage



Trends:

While the 2022/23 Q1 average spent per employee on learning and development is lower than last quarter, the expenditure is similar yet still higher than the average spent per employee in 2021 Q1. The number of employees accessing the corporate program is on par with last quarter with a slight decrease. Compared to both Q1 of 2020 and 2021, the number of employees accessing the program continues to grow. Growth year of year and quarter to quarter are excellent signs, and we will continue to remind Waterfront Toronto staff of our investment in them and encourage them to access this program and develop their skills.



Project Name: MNP DE&I Recommendations

Project Timeline: 2022-2027

Overall Progress: Approximately 15%

#	Recommendations	Status
1	Conduct an annual Workforce Demographic Survey that allows employees to self-identify using a variety of descriptors. Socialize the Survey so all employees understand it is confidential and key to an accurate snapshot of the workforce. Gathering demographics beyond age/gender in year one gives SMT a chance to review the data and discuss next steps. Track participation and share % of employees who took part to drive up participation.	Completed April 2022
2	Hold a Waterfront Toronto workshop to create a customized DE&I affirmation statement that will live on the organization's website.	In Progress - Completion September 2022
3	Follow the affirmation exercise with the creation of Waterfront Toronto organisational values. The organisation is already committed to serving multiple communities. Leaders and staff feel WT would benefit from creating and communicating a set of powerful values, that support all the work of the organization including Equity. We recommend the process used to develop values be inclusive, gathering input from all levels of the organization.	In Progress - Completion September 2022
4	Part A: Complete training needs assessment, likely training will include: - Microaggressions at Work (Acts of Exclusion) - Removing Bias from Workplaces - Effective Allyship - Inclusive Leadership.	Beginning October 2022
5	Follow up training with guidelines around how to ensure effective sharing and integration of learning into the day-to-day work of each team.	Beginning January 2023
6	Enhance the onboarding process to make it an inclusive and a consistent experience for ALL employees. Consider what content is mandatory for all employees and what the employee's actual manager/leader will own and customize. Create opportunities for three-month and six-month check-ins so ALL employees have a safe space to ask questions about their role or the organization.	Beginning November 2022 - Completion March 2024
7	Review and revise critical business processes to ensure they are consistent with DE&I best practices and free of bias and inequity.	In progress - Ongoing
8	Review where jobs are posted to ensure WT is reaching the desired audience. Utilize the list of new places to post jobs and canvas leaders who may want to add sites to the list to ensure future hires from multiple communities see opportunities to join WT.	In progress - Ongoing
9	Initiate mentoring or sponsorship programs to provide internal members of Equity Deserving Groups with a better chance of being promoted and developed for future roles.	Beginning April 2023 - Completion March 2024
10	Over Communicate On Key Expectations: •Communicate DEI Affirmation Statement, code of conduct and values to all employees. •Communicate the policies and protocols for reporting concerns to HR so everyone has clarity. •Update Workplace Harassment and Discrimination policies and ensure they are easily accessible	In progress - Ongoing
11	Add one or more DE&I Objectives into Annual Performance Goals and annually report back on whether the goals were met/accomplished. Consider sharing goals from the top down (Sr Leaders/CEO)and talking about key takeaways. Celebrate and share best DE&I goals/suggestions with entire organization.	In progress - Completion June 2023
12	Create a DE&I Committee/working group to decide on plans for acknowledging key Dates of Significance -Orange Shirt Day, Pride in June, Black History Month, Holocaust Memorial Day, International Women's Day. Committee Chair can rotate but group meets to share and discuss potential DE&I@Waterfront projects of proposals. Members include HR.	Beginning April 2023



**Human Resources, Governance and Stakeholder Relations
Committee Meeting
September 15, 2022
Item 6 – 2023 Meeting Schedule for Committees & Board
Ian Ness**

Purpose	For Information
Areas of note/ Key issues	Attached for information is the proposed board and committee meeting calendar for 2022-2023.
Resolution/ Next Steps	The proposed meeting calendar will be presented to the board for their information on October 13, 2022.

2023 BOARD/COMMITTEE MEETING CALENDAR & WORKPLAN

Abbreviations:

“**Board**” means Board of Directors

“**FARM**” means Finance, Audit & Risk Management Committee

“**IREC**” means Investment and Real Estate Committee

“**HRGSR**” means Human Resources, Governance and Stakeholder Relations Committee

Committee Composition	FARM 1. Kevin Sullivan (Chair) 2. Jeanhy Shim 3. Drew Fagan 4. Laurie Payne	HRGSR 1. Wende Cartwright (Chair) 2. Rahul Bhardwaj 3. Paul Khawaja 4. Councillor Joe Mihevc	IREC 1. Jack Winberg (Chair) 2. Stephen Diamond 3. Andrew MacLeod 4. Leslie Woo 5. Alysha Valenti
<u>Statutory & Public Holidays in 2023</u> New Year – Sunday, January 1 (Monday, January 2 in lieu) Family Day- Monday, February 20 Good Friday - April 7 Easter- Monday April 10 Victoria Day- Monday, May 22 Canada Day- Saturday, July 1 (Monday, July 3 in lieu) Civic Holiday- Monday, August 7 Labour Day- Monday, September 4 Thanksgiving- Monday, October 9 Remembrance Day- Saturday, November 11 (Monday, November 13 in lieu) Christmas & Boxing Day- Monday & Tuesday Dec 25 & 26		<u>Other Holidays and Events</u> TDSB March Break- March 13-17 Ramadan – March 22 – April 20 Passover – April 5 – April 13 Eid al-Fitr – April 20-21 Eid al-Adha – June 28- Jul 2 Rosh Hashana – Sept 15 - 17 Yom Kippur – Sept 24-25 National Day for Truth & Reconciliation – Saturday, Sept 30	
*Note: Unless otherwise agreed: <ul style="list-style-type: none">Board meetings are from: 8:30 a.m. - 12:30 p.m.Committee meetings are from: 9:00 a.m. - 11 a.m. (HRGSR and IREC) and 9:00 a.m – 11:30 a.m. (FARM)			

S/N	Date (2023)	Board/Committee	Key Agenda Item(s) include:
1.	Thursday, February 23	FARM	<ul style="list-style-type: none"> • Per FARM Committee workplan
2.	Thursday, March 2	HRGSR	<ul style="list-style-type: none"> • Per HRGSR Workplan
3.	Thursday, March 9	IREC	<ul style="list-style-type: none"> • Quayside Update • Detailed Status Report on all Development Projects • Other Projects (if any) • Real Estate Acquisitions and Divestitures (if any) • Other Acquisitions (if any)
4.	Monday, March 20	Board	<ul style="list-style-type: none"> • Reports of the IREC, FARM and HRGSR committees
5.	Thursday, May 25	FARM	<ul style="list-style-type: none"> • Per FARM Workplan
6.	Thursday, June 1	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)
7.	Thursday, June 8	HRGSR	<ul style="list-style-type: none"> • Per HRGSR Workplan
8.	Thursday, June 22	Board	<ul style="list-style-type: none"> • Reports of the HRGSR, IREC, and FARM committees • Approve 2022/23 Annual Report • Approve 2022/23 audited financial statements • Year-end Performance Assessment for CEO and approval of compensation for 2023/24
9.	Thursday, September 14	HRGSR	<ul style="list-style-type: none"> • Per HRGSR Work plan
10.	Thursday, September 21	FARM	<ul style="list-style-type: none"> • Per FARM Work plan
11.	Thursday, September 28	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 12	Board	<ul style="list-style-type: none"> • Report of the HRGSR, IREC, and FARM committees • 2024 Board and Committee Meeting Calendar
13.	Thursday, November 9	HRGSR	<ul style="list-style-type: none"> • Per HRGSR Work plan
14.	Thursday, November 16	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, November 23	FARM	<ul style="list-style-type: none"> • Per FARM Work plan
16.	Thursday, December 7	Board	<ul style="list-style-type: none"> • Report of the HRGSR, IREC, and FARM committees • Approval of 2023/24 Corporate Plan



Human Resources, Governance and Stakeholder Relations
Committee Meeting
September 15, 2022
Item 7 – Work Plan for HRGSR Committee
Ian Ness

Purpose	For approval.
Areas of note/ Key issues	In accordance with both good practices and the mandate of the HRGSR committee (attached), it is appropriate that the Committee establish a work plan for the coming year. The proposed work plan is attached.
Resolution/ Next Steps	ON MOTION duly made, seconded, and carried, be it RESOLVED that the Committee approve the work plan for the HRGSR Committee, as presented at the meeting.



September 2022 – September 2023 HRGSR COMMITTEE MEETING CALENDAR & WORKPLAN

Abbreviation:

“**HRGSR**” means Human Resources, Governance and Stakeholder Relations Committee

Committee Composition

HRGSR

1. Wende Cartwright (Chair)
2. Rahul Bhardwaj
3. Paul Khawaja
4. Councillor Joe Mihevc

Statutory & Public Holidays

2022

Labour Day- Monday, September 5
Thanksgiving- Monday, October 10
Remembrance Day- Friday, November 11
Christmas & Boxing Day- Mon & Tues, Dec 26 & 27

2023

New Year – Sunday, January 1 (Monday, January 2 in lieu)
Family Day- Monday, February 20
Good Friday – Friday, April 7
Easter- Monday April 10
Victoria Day- Monday, May 22
Canada Day- Saturday, July 1 (Monday, July 3 in lieu)
Civic Holiday- Monday, August 7
Labour Day- Monday, September 4
Thanksgiving- Monday, October 9
Remembrance Day- Saturday, November 11 (Monday, November 13 in lieu)
Christmas & Boxing Day- Mon & Tues, Dec 25 & 26

Other Holidays and Events

2022

Rosh Hashana –Sun-Tues, Sept 25-27
Nat'l Day for Truth & Reconciliation – Fri, Sept 30
Yom Kippur – Tues – Wed, Oct 4 – 5

2023

March Break - March 13-17
Ramadan – Wed, March 22 – Thurs, April 20
Passover – Wed, April 5 – Thurs, April 13
Eid al-Fitr – Thurs, April 20 – Friday, April 21
Eid al-Adha – Wed, June 28 – Sun Jul 2
Rosh Hashana –Fri, Sept 15 - Sun, Sept 17
Yom Kippur – Sun, Sept 24 - Mon, Sept 25
Nat'l Day for Truth & Reconciliation – Sat, Sept 30

*Note: Unless otherwise agreed:

- Committee meetings are from: **9:00 a.m. - 11 a.m.**

S/N	Date	Key Agenda Item(s) include:
1.	Thursday, Sept 15, 2022	<ol style="list-style-type: none"> 1. HR Report 2. Environmental, Social & Governance (ESG) Update 3. Work Plan for next year 4. Board and committee meeting dates 5. Consideration of Governance Documents (incl. committee mandates)
2.	Thursday, Nov 10, 2022	<ol style="list-style-type: none"> 1. HR Report 2. DEI Report Update 3. Succession Planning Report 4. Environmental, Social & Governance (ESG) Update 5. HR Practices and Policies Review 6. Stakeholder Relations Report
3.	Thursday, March 2, 2023	<ol style="list-style-type: none"> 1. HR Report 2. Board Effectiveness 3. Environmental, Social & Governance (ESG) Update 4. Public Sector Salary Disclosure (may be dealt with other than at meeting, dependent upon timing requirements)
4.	Thursday, June 8, 2023	<ol style="list-style-type: none"> 1. HR Report 2. Environmental, Social & Governance (ESG) Update 3. Performance and Compensation reports
5.	Thursday, Sept 14, 2023	<ol style="list-style-type: none"> 1. HR Report 2. Environmental, Social & Governance (ESG) Update 3. Work Plan for next year 4. Board and committee meeting dates 5. Consideration of Governance Documents (incl. committee mandates)

**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.

Purpose	For review
Areas of note/ Key issues	<p>In 2020 and 2021, the Corporation undertook a review of its key board governance documents to ensure they continue to reflect best practices. The documents were reviewed by internal legal counsel, members of the Senior Management Team and external counsel, Mr. Barry Reiter of Bennett Jones LLP. The documents were then presented to the board of directors and approved at various meetings in December, 2020 and in March and October, 2021.</p> <p>The mandate of the HRGSR committee requires that the key governance documents be considered by the committee on an annual basis.</p> <p>The documents to be considered are:</p> <ol style="list-style-type: none"> 1. By Law #1 General By Law 2. By Law #2 Open meeting By law 3. By Law #3 Board remuneration 4. Mandate of the Board 5. Mandate of the Board Chair 6. Mandate of the CEO 7. Mandate of the Corporate Secretary 8. Wrongdoing Policy 9. Mandate of the FARM Committee 10. Mandate of the HRGSR Committee 11. Mandate of the IREC Committee 12. Indemnity Agreement 13. Code of Conduct 14. Confidentiality Agreement <p>A copy of each of these documents is available on the website of the corporation and on the Board of Directors Portal in the Board Governance Documentation work room.</p> <p>Management is not aware of any needed or proposed changes to these documents but would welcome input and comments from the Committee.</p>
Next Steps	<p>The HRGSR Committee will be invited to provide their comments, if any, prior to the November 10 meeting of the Committee so that changes, if any, may be considered by the entire Board in December of this year.</p>

Closed Session



Human Resources, Governance and Stakeholder
Relations (HRGSR) Committee
September 15, 2022
Item 13 – Resolution(s) Arising from the Closed Session
HRGSR Committee Members

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 June 9, 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.	Wednesday, July 20 (Added July 2022)	IREC	<ul style="list-style-type: none"> • Quayside Update
13.	Tuesday, August 30 (Added August 2022)	IREC	<ul style="list-style-type: none"> • WT Office Space Lease
14.	Thursday, September 8 (Added August 2022)	Board	<ul style="list-style-type: none"> • WT Office Space Lease
15.	Thursday, September 15	HRGSR	Per HRGSR Work Plan

16.	Thursday, September 22	FARM	Per FARM Work Plan
17.	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)
18.	Thursday, October 13	Board	<ul style="list-style-type: none"> • Report of the HRGSR, IREC, and FARM committees • 2023 Board and Committee Meeting Calendar
19.	Thursday, November 10	HRGSR	Per HRGSR Work Plan
20.	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)
21.	Thursday, November 24	FARM	Per FARM Work Plan
22.	Thursday, December 8	Board	<ul style="list-style-type: none"> • Report of the HRGSR, IREC, and FARM committees • Approval of 2022/23 Corporate Plan