



# Human Resources, Governance and Stakeholder Relations Committee

## Agenda and Meeting Book

THURSDAY, NOVEMBER 10, 2022 FROM 9:00 AM TO 11:00 AM

MICROSOFT TEAMS MEETING



Meeting Book - Human Resources, Governance and Stakeholder Relations Committee

Agenda - Thursday, November 10, 2022

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 of the September 15, 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		
	HR Report - 10		
	HR KPIs - 13		
9:35 a.m.	6. HR Practices and Policies Review	Information	R. Desrochers
	Coversheet - 14		
	Report - 15		
	Guideline Listing - 16		
9:40 a.m.	7. Stakeholder Relations Report	Information	C. MacKay
	Coversheet - 17		
	Report - 18		
9:50 a.m.	8. Diversity, Equity & Inclusion (DEI) Report Update	Information	G. Zegarac
	Coversheet - 22		
	Report - 23		
	Presentation - 25		
10:05 a.m.	9. Succession Planning Update	Information	G. Zegarac
	Coversheet - 45		
10:10 a.m.	10. Governance Documentation Review	Information	I. Ness
	Coversheet - 46		

10:15 a.m.	11. Motion to go into Closed Session	Approval	W. Cartwright
	<b>Closed Session Agenda</b> The Committee will discuss items 12 and 13, being consideration of the minutes of the Closed Session September 15, 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 12 in the closed session is provided in the Minutes of the Open Session of the September 15, 2022 HRGSR Committee meeting contained in item 4(a) of this agenda, and for item 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 - 47		
10:55 a.m.	14. Motion to go into Open Session	Approval	All
	<b>Public Session Agenda</b>		
10:55 a.m.	15. Resolution(s) Arising from the Closed Session (if any)	Approval	W. Cartwright
	Form - 48		
11:00 a.m.	16. Motion to Terminate the Meeting	Approval	W. Cartwright
FYI	Next Meeting: Thursday, March 2, 2023	Information	All
	2022 Remaining Upcoming Board and Committee Meetings - 49	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, September 15, 2022 at 9:00 a.m. local time**

**PRESENT:** Wende Cartwright (Chair)  
Rahul Bhardwaj  
Paul Khawaja  
Councillor Joe Mihevc

**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)  
Kristina Verner (VP, Strategic Policy & Innovation)  
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:

- Stephen Diamond, Board Chair, Drew Fagan, Jeanhy Shim, Directors, Waterfront Toronto
- Sarah Khan, Analyst, Iswariya Tirunagaru, Analyst, Investment, Partnerships and Innovation Branch, Infrastructure Canada
- Hannah Verrips, Policy Advisor, Cory MacDonald, Senior Policy Advisor, Agency, Governance and Accountability Unit, Ministry of Infrastructure

Ian Ness acted 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 members of the Committee in accordance with the Corporation's By-laws and a quorum being present, 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 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

- a) Draft Minutes of the Open Session of the Committee meeting held on June 9, 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 June 9, 2022 be approved, as tabled.

- b) Environmental, Social and Governance (ESG) update

Lisa Taylor, Chief Financial Officer, and George Zegarac, CEO spoke to the ESG update report and matters arising therefrom. It was agreed that a more in-depth presentation would be made relating to sustainability at a future board meeting.

### 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. As part of the Committee Work Plan for the coming year, the Committee will be looking at DEI initiatives in greater detail at a subsequent meeting. 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. 2023 Meeting Schedule for Committees and Board

The committee was presented with a proposed schedule for board and committee meetings in 2023. The schedule is closely aligned with the timing in recent years and it was agreed that it would be presented at the October 13, 2022 board meeting.

### 7. Work Plan for HRGSR Committee

In accordance with the mandate of the HRGSR committee, a work plan for the next 12 months was presented and approved, subject to amendment.

### 8. Governance Documentation

The Committee mandate requires that that key governance documents of the Corporation be reviewed on an annual basis. Although neither the committee chair, nor management, is aware of any needed changes, consideration will be given to the governance documents and any proposed changes will be brought to the Board in December.

**9. Motion to go into Closed Session**

In accordance with By-Law No. 2 of the Corporation and **ON MOTION** made by Councillor Joe Mihevc, and seconded by Rahul Bhardwaj and carried, the Committee **RESOLVED** to go into Closed Session to continue discussions on items 10 and 11. The exception to the Open Meeting Law relied on to continue the discussion of item 10 is provided in the minutes of the Open Session of the June 9, 2022 HRGSR Committee meeting contained under item 4(a) of this agenda, for item 11 is Section 6.1(1)(b), The meeting continued in Closed Session.

**10. Consent Agenda**

**Draft Minutes of the Closed Session of June 9, 2022 HRGSR Committee meeting**

**11. Committee Chair Discussion (Directors Only)**

**12. Motion to go into Open Session**

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

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

**ON MOTION** duly made by Paul Khawaja, and seconded by Rahul Bhardwaj and carried, it was **RESOLVED** that the Minutes of the Closed Session of the HRGSR Committee meeting held on June 9, 2022 be approved as tabled.

**14. Termination of the Meeting**

There being no further business, **ON MOTION** duly made by Councillor Joe Mihevc, seconded by Rahul Bhardwaj and carried, it was **RESOLVED** that the meeting be terminated at 10:55 a.m. local time.

---

Committee Chair

---

Secretary of the Meeting





# Human Resources, Governance and Stakeholder Relations Committee

## November 10, 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	Q2 2022/23 Update	Oversight
<b>Governance</b>	<b>Quarterly ESG Update Standing Item</b> <ul style="list-style-type: none"> <li>Quarterly “ESG Update” a standing agenda item for Board Committees effective June 2022.</li> <li>Plans for a comprehensive Board-level update in early 2023.</li> </ul>	Board
<b>Environment</b>  SDGs supported: <div>    </div>	<b>Recommendations of Task Force for Climate-Related Financial Disclosures (TCFD)</b> <ul style="list-style-type: none"> <li>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>).</li> <li>Following recommendations from a recent PwC review of physical and transitional climate risk facing WT, developed a Climate Action Plan focused on four priorities: exploring net zero target, green procurement, stakeholder engagement, and governance.</li> </ul>	FARM
	<b>Greenhouse Gas (GHG) Inventory</b> <ul style="list-style-type: none"> <li>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.</li> <li>Notable progress being made to measure scope 3 emissions (indirect emissions from the supply chain, notably construction emissions from Port Lands Flood Protection project).</li> </ul>	FARM
	<b>Green Buildings KPI 5.1</b> <ul style="list-style-type: none"> <li>Continued to welcome new tenants to 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.</li> </ul>	IREC
<b>Social</b>  SDGs supported: <div>  </div>	<b>Diversity, Equity &amp; Inclusion (DE&amp;I) Strategy KPI 8.1</b> <ul style="list-style-type: none"> <li>DE&amp;I Strategy recommendations from MNP remain underway for implementation, targeting Winter 2023 for completion.</li> <li>Key initiatives include the draft completion by a staff working group of WT Organizational Values and an Affirmation Statement in support of a people-first DE&amp;I Strategy.</li> </ul>	HRGSR
	<b>Indigenous Cultural Safety Training</b> <ul style="list-style-type: none"> <li>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.</li> </ul>	HRGSR

<div>10 REDUCED INEQUALITIES</div> <div>11 SUSTAINABLE CITIES AND COMMUNITIES</div> <div>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</div>	<b>Accessibility Strategy</b> <ul style="list-style-type: none"> <li>With support from the newly minted (Feb 2022) Advisory Committee on Accessibility, WT progressed the development of 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.</li> </ul>	Board
	<b>Interim Use and Events Strategy</b> <ul style="list-style-type: none"> <li>As part of the Corporation's interim animation strategy, WT completed hosting Smorgasburg on waterfront lands, as a weekly open-air food market featuring diverse local vendors (8 Saturdays in July - Sept 2022).</li> </ul>	FARM
	<b>Public Art</b> <ul style="list-style-type: none"> <li>WTs 2022 Artist in Residence, Lisa Hirmer, completed three projects (two installations and one workshop series) focused on the way that human relationships interact with their surrounding ecologies and life in this moment of climate emergency.</li> <li>Winning artists were selected for the King/Queen Triangle and Anishnawbe Health Toronto sites in the West Don Lands, for major Indigenous permanent public artworks.</li> <li>Third installation of the Villiers Street billboards, showing the progression of PLFP, for Contact Photography Festival 2022.</li> </ul>	Board
	<b>Ongoing Engagement with Indigenous Treaty Holders</b> <ul style="list-style-type: none"> <li>Continued engagement with the Mississaugas of the Credit First Nation (MCFN) regarding their participation in the Quayside negotiation and design process.</li> <li>Submissions received and under evaluation for the Request for Prequalification (PQ) to seek Indigenous architects, designers and artists to create a series of integrated features in the new mouth of the Don River.</li> <li>Recognized the National Day for Truth and Reconciliation on September 30th by inviting Darin Wybenga, a Traditional Knowledge and Land Use Coordinator for MCFNs Department of Consultation and Accommodation present at WTs staff Townhall about the history of MCFN and the treaties relevance to Lake Ontario and Toronto.</li> <li>WT also lent our social media channels to MCFN on Sept 30th to help amplify important stories about the legacy of residential schools, and our work together on reconciliation.</li> </ul>	Board

<b>Purpose</b>	For Committee Information.
<b>Areas of note / Key issues</b>	<p>The Human Resources (HR) report provides a general overview of Q2: July 1, 2022 to September 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><b>HR KPIs</b> – Our HR KPIs have been updated for Q2 and are presented in a dashboard reflecting employee: i) Work Life Balance, ii) Wellbeing, Commitment &amp; Motivation, iii) Satisfaction and iv) Development.</p> <p><b>COVID-19 update</b> – Waterfront Toronto continued a hybrid work model, with staff working in the office two days per week with a planned change for after Thanksgiving weekend to increase in-office workdays to five days over a two-week period.</p> <p>We continued to use <i>Robin</i>, a desk booking and health check in app, to support health and safety of staff working in the office during Q2. The app also supported our efforts with contact tracing in the event of a positive case.</p> <p>In Q3, we are planning to revise the COVID-19 protocols by removing the required health check in for staff and guests and revise the vaccine guideline to remove the requirement for new staff to be fully vaccinated.</p> <p><b>HR Systems</b> – The implementation work continued this quarter in conjunction with IT and our external consultants on the HR module within our current Enterprise Resource Planning System (ERP), Dynamics 365 (D365) to identify and resolve some program glitches we are experiencing.</p>
<b>Next Steps</b>	The next HR Update will be provided in Q4 of 2022/2023, reflecting on Q3 (October 1 to December 31, 2022).



# Human Resources, Governance and Stakeholder Relations Committee Meeting November 10, 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 Q2 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 September 30, 2022, the Corporation's total approved position count was 111, distributed as follows:
  - 94 fulltime positions – 80 filled FTE positions and 14 of the positions were vacant. Recruitment for 6 of those vacant positions was in progress.
  - 17 contract positions – 10 filled contract positions and seven were vacant.
- 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 remotely with some integration of in person interviews. Despite labour shortages across sectors in the current economy, we successfully hired and onboarded eight new employees during the quarter.

- Of the eight employees onboarded in the quarter, four were contract of which three were covering maternity or parental leaves.
- In addition to a labour shortage, another contributing factor that is resulting in longer recruitment periods is due to the corporation's salary freezes over the last four years, as our compensation has not kept up with industry standards. This has affected our ability to recruit top candidates who have higher salary expectations than our budget. Our experiences support the need to prioritize our salary benchmarking exercise to ensure our competitiveness when recruiting.
- We facilitated two employee exits during the quarter. Our voluntary turnover rate this quarter declined from 4 percent in Q1 of 2022/23 to 2 percent in Q2. We are pleased to see our turnover rate remain low. Please see attached dashboard to review quarterly and annual turnover rates.

## 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. Staff were advised that following the Thanksgiving weekend, in office workdays would increase to five days over a two-week period.
- 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 proved to be a useful tool. In Q3, we are planning to revise the COVID-19 protocols by removing the required health check in for staff and guests.
- The mandatory COVID-19 vaccine guideline remained in effect for Q2, 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 Q3, we are planning to revise the vaccine guideline to remove the requirement for new staff to be fully vaccinated.
- In this quarter, the implementation for the HR module within our current Enterprise Resource Planning System (ERP) Dynamics 365 (D365) continued while we worked with IT and external consultants to identify and resolve outstanding bugs. We had a soft launch of the HR module earlier in the year for the HR and IT team. This module is expected to create efficiencies both within the HR department and for all staff. A targeted rollout with training is now rescheduled within this next quarter.
- The joint HR email account continues to be a useful resource for staff, creating efficiencies and resulting in 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 September 30, 2022, we have registered 95 staff and 26 Board and Design Review Panel (DRP) members in part I, *Indigenous Cultural Safety* training and 85 staff, Board and DRP 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 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. Despite a dip last year, we're continuing to see the average number of employees accessing the program remain constant quarter over quarter
- In Q2, the average spending amount per employee using the program was \$600.14, an increase from the average per employee spend in Q1. The number of employees accessing the program in Q2 remained the same as Q1 of this year, with 11 staff each quarter, or 12 percent 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

- Annually, 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.
- Our rigorous three-step PFS process that takes place year-round with formal check ins that support ongoing discussions between employee and manager consists of:
  - Step 1 - Planning (start of fiscal year) - identification of each position's core responsibilities and objectives and the definition of specific goals to be accomplished including performance measures of quality, quantity and time;
  - Step 2 - Continuous Feedback (mid-year) - a review of results achieved to date on required responsibilities and specific objectives, and revision of these if required; and
  - Step 3 - Year-end Review (end of fiscal year) – a review of work results for the year against required core responsibilities and specific objectives and assessment of achieved results.
- 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 Step 2 – Feedback of our PFS process for fiscal year 2022/23 is underway and should be completed by October 31, 2022.

## 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 nine staff members have received their 15-year service award, 33 staff have received their 10-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.

We continue to move our HR strategies forward and further updates will be provided at the next quarterly meeting.

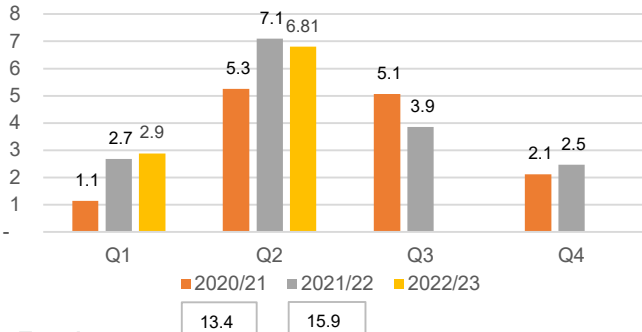
# Human Resources KPI Dashboard as of September 30, 2022 (Q2 2022/23)

Issued for HRGSR meeting on: November 10, 2022

All figures are presented by fiscal year

## Work Life Balance

### Average Vacation Days Taken Per Employee



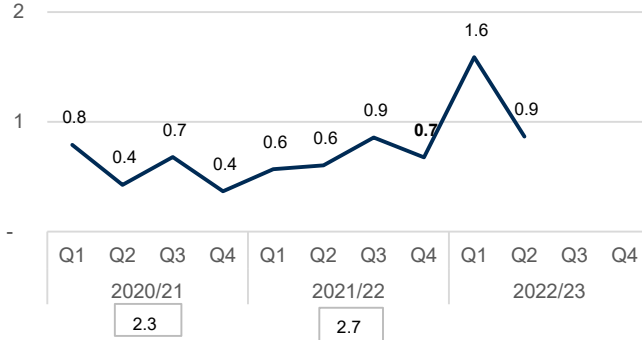
#### Trends:

In 2022/23 Q2 we saw a slight decrease in vacation taken compared to last year Q2.

While vacation taken in Q2 is lower than last year's Q2, WT's 'Total Vacation Days Taken' and 'Average Vacation Days per Employee' this Q2, are higher in comparison to Q2 of 19/20, the most recent 'normal' comparative quarter. The data points to healthy work life balance at Waterfront Toronto.

## Wellbeing, Commitment, and Motivation

### Average Sick Days Taken Per Employee

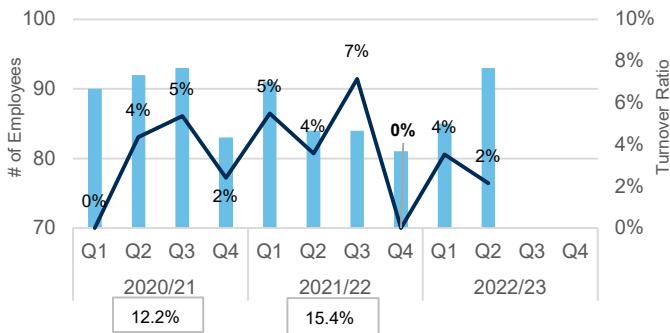


#### Trends:

2022/23 Q2 saw a decrease in sick days compared to last quarter. The average number of sick days taken this quarter is only slightly higher than Q2 in 21/22. Comparing Q2 of 19/20 which was pre-pandemic and the most similar quarter in terms of the wider environment, sick days in this quarter remain over 50% lower pointing to strong employee wellbeing, commitment and motivation.

## Satisfaction

### Voluntary Employee Turnover



#### Trends:

Employee turnover in 2022/23 Q2 is lower than turnover in 2021 Q2 and the lowest turnover average for a Q2 in the past four years. Generally, seeing turnover stay on par or decrease supports an overall staff satisfaction and the continual investment in our employee relations programmes.

## Development

### Learning and Development Spending and Usage



#### Trends:

Generally we are seeing similar use of the learning and development program by staff this quarter to last quarter, as employees continue to seek opportunities for development. Between quarters, we are also seeing a different co-hort of employees accessing the corporate program. We will continue to remind Waterfront Toronto staff of our investment in them and encourage them to access the program and develop their skills.

<b>Purpose</b>	For Committee Information.
<b>Areas of note / Key issues</b>	<p>The HR Practices and Policies Update provides a general update regarding guidelines during Q2, July 1, 2022 to September 30, 2022, as well as a general annual update.</p> <p><b>HR Guidelines</b> – Waterfront Toronto currently has 39 Corporate Guidelines that outline boundaries, accountabilities, and practices for acceptable conduct within the workplace. A full listing of our current guidelines along with their creation and revision dates is attached.</p>
<b>Next Steps</b>	The next update on HR Policies will be provided in 2023/2024.



# Human Resources, Governance and Stakeholder Relations Committee Meeting November 10, 2022 Item 6 – HR Practices and Policies Review Rose Desrochers

The purpose of this report is to provide an overview of Human Resources (HR) policy practices at Waterfront Toronto as of the end of Q2 of FY 2022/23.

## HR Guidelines

- Waterfront Toronto currently has 39 Corporate Guidelines that outline boundaries, accountabilities, and practices for acceptable conduct within the workplace. A full listing of all our current guidelines along with their creation and most recent revision dates is attached.
- These Guidelines are created and revised as needed, either when new laws and best practices are introduced, or to update the language to reflect current practice.
- The HR department drafts new guidelines or revises existing guidelines using the guidance of internal and external counsel, and comparative information gathered from like organizations. Using that research, drafts and recommendations are put forward for review and acceptance by the Chief Executive Officer, who may choose to consult with the Senior Management Team or the C-Suite Executives, before approving and signing the new or revised guideline.
- Guidelines are circulated by email and posted to our HR Employee SharePoint site for access to view, download or print by all staff. New employees are provided with links to this site to view and browse current guidelines. When required, guidelines are also posted in conspicuous locations within the office.
- We recognize that many of our guidelines were created several years ago and are due for review and update as required. We are endeavoring to review and update 3-4 guidelines each fiscal year, as well as create any new guidelines that become necessary during that time.
- To date, in fiscal year 2022/23, we reviewed the below guidelines and streamlined all four into one, Respectful Workplace Guideline, #19:
  - Guideline #19 – Human Rights Discrimination/Harassment-free Workplace
  - Guideline #19A – Workplace Harassment Program
  - Guideline #19B – Workplace Violence Program
  - Guideline #19C – Human Rights & Health & Safety Harassment & Violence Complaint Procedure

In addition, and in accordance with Bill 88, Working for Workers Act 2022, we created the following new guideline:

- Guideline #39 – Disconnecting from Work
- Furthermore, we're working on an Electronic Monitoring guideline, legislated by Bill 88, Working for Workers Act 2022. The guideline is required to be in place in Q3, by November 2022. Further updates will be provided at the next meeting.

## Waterfront Toronto Corporate/HR Guidelines

Number	Guideline Name	Creation Date	Revision Date
1	Designated Holidays	January 1, 2008	
2	Vacation	January 1, 2008	August 1, 2019
3	Bereavement	January 1, 2008	April 1, 2021
4	Jury or Witness Duty	January 1, 2008	
5	Overtime Pay or Compensating Time-off	January 1, 2008	
6	Gifts	January 1, 2008	
7	Pregnancy Leave, Parental Leave and Top-up Income Benefits	January 1, 2008	April 1, 2021
8	Probationary Period	May 1, 2008	November 16, 2009
9	Salary Continuance During Illness or Injury	May 15, 2008	
10	Personal Leave	May 15, 2008	April 1, 2021
11	Learning and Development	October 1, 2008	April 1, 2021
12	Exit Interviews	August 1, 2008	
13	Compensation/Salary Administration (A,B,C)	October 1, 2008	
14	Code-of-conduct	May 2009	April 1 2022
15	Planning for Success (PFS)	June 1, 2009	
16	Employee Expenses	August 25, 2009	October 1, 2018
17	Mobile Device Use	October 26, 2009	April 1 2022
18	Issues and Concerns Resolution	October 27, 2009	
19	Respectful Workplace Guideline	January 2011	September 30, 2022
20	Disclosure of Wrong Doing	October 27, 2009	October 26, 2015
21	Recruitment/Resourcing of Senior Staff	November 12, 2010	
22	Health and Safety	January 2011	
23	Perquisites	August 2, 2011	
24	Corporate Technology Use	September 2011	April 1 2022
25	Large File Transfer	September 23, 2011	
26	Purchasing Residential Condominium Units on the Waterfront	April 13, 2012	
27	Hours of Operations and Work	December 11, 2012	
28	Working Remotely	December 11, 2012	
28i	Interim Remote Work	December 3, 2020	
29	Variable Compensation Component Payout	November 30, 2012	
30	AODA Accessible Customer Service	December 18, 2013	
31	AODA Integrated Accessibility Standards Regulation	January 2014	
32	Volunteer Leave	April 1, 2014	
33	Service Awards	April 1, 2014	
34	Recruitment & Due Diligence	October 2015	
35	Teaching Courses	April 1, 2019	
36	Cyber Security	October 26, 2020	April 1 2022
37	Record Retention	September 25, 2020	
38	Mandatory COVID-19 Vaccine	November 30, 2022	
39	Disconnecting from Work	June 1 2022	

<b>Purpose</b>	For information
<b>Areas of note/ Key issues</b>	<p>This report catalogues recent stakeholder engagement activities of the Corporation in four categories: Government, Indigenous, Community, and Issues-based.</p> <p>While the Corporation is focused on engaging with governments on the urgent matter of its mandate renewal, it has also:</p> <ul style="list-style-type: none"> <li>• Worked with MCFN and MinoKamik Collective to inform public realm in Quayside and Parliament Slip</li> <li>• Spoken with 2,700 members of the public at pop-ups, such as farmer's markets, festivals and science fairs</li> <li>• Co-sponsored events with the Waterfront BIA including Smorgasburg, Waterfront Artist in Residence in partnership and waterfront clean up days</li> <li>• Exhibited at BILD Home Shows, participated at the Toronto Region Board of Trade &amp; Toronto Global forum on attracting investment to the region and appeared on TVO's <i>The Agenda</i></li> </ul>
<b>Resolution/ Next Steps</b>	Waterfront Toronto will next engage with all stakeholders on its refreshed purpose (see Item 8) that includes a sharp focus on increasing housing supply, accelerating waterfront east transit, developing tourist destinations and attracting major employers to the waterfront.

---

## ***Stakeholder Relations Update***

---

### **I. Introduction**

This report updates the Board of Waterfront Toronto's (WT) on recent stakeholder engagement activities.

Broadly, WT engages with four stakeholder categories (see Exhibit 1) and defines stakeholders as: an individual or organization that can impact or be impacted by the actions of Waterfront Toronto. Each category brings, to varying degrees, its own level of influence over public policy, levels of alignment with WT's mandate, and resources to advocate for WT and its projects.

#### **Exhibit 1**

##### **Four stakeholder categories: government, community and issue-based**

<p><b>Governments</b>—that fund revitalization projects and work closely with the Corporation at the officials levels, through well-functioning channels such as the Intergovernmental Steering Committee, and with waterfront secretariats and staff at all levels of government. WT engages with office holders by hosting tours, organizing briefings, appearing before legislative committees, and through communications with political staff.</p>
<p><b>Indigenous communities</b>—that includes the Treaty Holders, Mississaugas of the Credit First Nations (MCFN), Indigenous advisors and facilitators, MinoKamik Collective, and other Indigenous groups and communities. WT engages with this group through regular meetings with formalized working groups, collaborating on field excavation activities, and seeking input on large-scale projects (e.g. Port Lands Flood Protection Project, Quayside, and Parliament Slip).</p>
<p><b>Community</b>—that includes residents' groups (e.g. York Quay Neighbourhood Association, East Waterfront Community Association, Gooderham &amp; Worts Neighbourhood Association, St. Lawrence Neighbourhood Association, West Don Lands Committee, Waterfront for All), area businesses and the Waterfront Business Improvement Association, institutions such as George Brown College, Harbourfront Centre, PortsToronto, waterfront developers, and visitors to the waterfront, etc. The Corporation has productive senior-level relationships with this category and representatives from this stakeholder category are frequently recruited to serve on</p>

project Stakeholder Advisory Committees and Construction Liaison Committees for WT projects.

**Issue-based**—the category includes organizations that are aligned with WT’s CSR portfolio and corporate purpose including WT employees. Engagement with this category is issue-based (e.g., sustainability, accountability, housing, economic development, transit, etc.). Here we engage by convening dialogues, roundtables and webinars, participating in industry conferences and symposia, social media, newsletter, surveys, sponsorships, etc.

## II. Current status:

WT is currently focused on its **Government stakeholder** engagement as critical decisions about the mandate of the Corporation beyond 2028 must be made and future funding commitments secured. Moreover, governments are currently in their multi-year planning processes.

On October 24<sup>th</sup>, the Chair of WT’s Board presented waterfront revitalization opportunities to the 416 Caucus. The presentation included proposals for significant new affordable and market housing units, opportunities for Canada’s first climate-positive neighbourhood on Villiers Island, a new recreational and tourism asset at Parliament Slip and plans to make waterfront east transit “shovel ready”. The presentation was well received, and we are now working with the Office of the Minister of Infrastructure and Communities on next steps.

WT continues to work with **Indigenous stakeholders** to inform plans, principles and delivery of our revitalization work including:

- Quarterly meetings with MCFN working group.
- MCFN Field Liaison Representatives monitored fish habitats and excavation activity in the Port Lands.
- Collaborating with MCFN on Marine Use Strategy, transit, public realm and stormwater management.
- Working with MCFN and MinoKamik Collective to inform public realm in Quayside and Parliament Slip.
- Working with MCFN on the architectural design elements as part of the Port Lands Flood Protection project.
- Commissioning two site-specific artworks by Indigenous artists that will be installed in the West Don Lands.

To recognize National Day for Truth and Reconciliation on September 30, 2022, Waterfront Toronto offered its social media channels to the Mississaugas of the Credit First Nation (MCFN). The opportunity was very well received by Chief LaForme, who

commented, “Not sure who thought of that, but I think it’s an excellent idea”. The campaign generated the highest single-day gain in new followers on Instagram for the month and on LinkedIn for the previous 60 days; on Twitter it was the highest-performing day of the month.

WT continues to also broaden and deepen relationships with **Community stakeholders** including:

- Presentations to West Don Lands Committee, St. Lawrence Neighbourhood Association, East Waterfront Community Association.
- Co-sponsoring events with the Waterfront BIA including Smorgasburg, Waterfront Artist in Residence in partnership and waterfront clean up days.
- Introductory meeting to new Ports Toronto CEO.
- Introductory meeting with new Chief Communications Officer at Harbourfront Centre.
- Led Jane’s Walk tour

Since the start of this fiscal year, Waterfront Toronto has participated in approximately fifty in-person and virtual public engagement opportunities. These take the form of in-person pop-ups, meetings, as well as social media, direct email and media engagements.

Examples of in-person engagement include:

Pop-ups throughout the city (see Exhibit 2) including at various farmer’s markets, Taste of Regent Park, Redpath Waterfront Festival, PLFP Science Fair at the Bentway, and the Judy Chicago exhibit delivered in partnership with Toronto Biennial of Art.

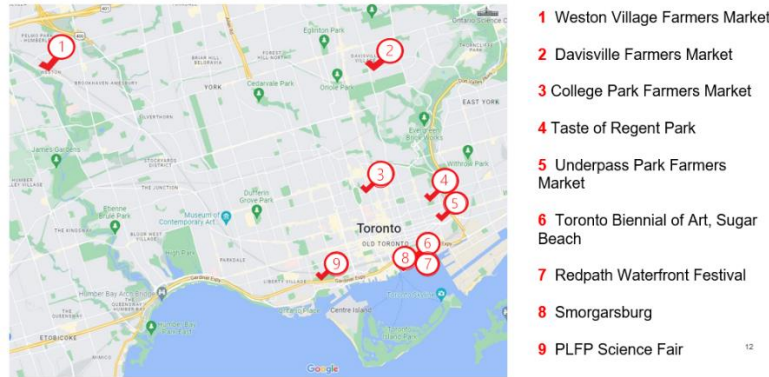
We successfully partnered with the Waterfront BIA and had a presence at Smorgasburg which brought 125,000 people to the waterfront to experience 100 GTA food vendors (98% of vendors confirmed they would return).

Combined we spoke with over 2,700 members of the public.

We also convened more focused discussions with various stakeholder groups through Construction Liaison Committees (CLCs), Stakeholder Advisory Committees (SACs), Landowner and User Advisory Committees (LUACs), Public Information Centres (PICs) for projects like Quayside, Love Park, PLFP, and waterfront transit.

## Exhibit 2

### Popping up on the waterfront and beyond



From an **Issues-based stakeholder** perspective, the Corporation aligns itself with stakeholders with shared objectives around increasing housing supply, accelerating transit delivery, climate-positive development and attracting jobs to waterfront employment lands and tourism. Recent stakeholder engagement for this category includes:

- Toronto Region Board of Trade & Toronto Global on attracting investment to the region
- *BILD Home Shows*
- Empire Club: *Next Stop, Public Transit after COVID-19: Welcoming riders back to transit in a post-pandemic Toronto* and *Status of Infrastructure: Building Ontario*
- Presentation to the National Executive Forum on Public Property
- Appearance on TVO's *A Focus on the Great Lakes* series on September 28<sup>th</sup>
- Presenter at *Re-imagining Water Conference*

#### Looking ahead:

Once WT's updated corporate purpose (see Item 8) is adopted, the Corporation will seek opportunities to build stakeholder alignment around its updated corporate purpose so that it can deliver on its housing, climate, and economic development objectives. Developing plans and identifying opportunities to engage with issues-based stakeholders will require organization-wide support and integration by WT's Senior Management Team.

**Item 8 – Diversity, Equity & Inclusion (DEI) Report Update  
G. Zegarac**

<b>Purpose</b>	For Information.
<b>Areas of note / Key issues</b>	<p><i>Background</i></p> <p>The DE&amp;I Report provides a general update regarding Waterfront Toronto's commitment to creating a workplace where all employees feel they belong, and to ensure diverse voices are heard as it works to revitalize the waterfront.</p> <p>Waterfront Toronto engaged MNP consultants to create our DE&amp;I strategy, starting with an assessment of our current state. MNP presented their report, including a 2-5 year strategy at our March 3, 2022, HRGSR meeting. The assessment was critical to informing Waterfront Toronto's DE&amp;I strategy which included 12 key recommendations.</p> <p><i>Update</i></p> <p><b>Workforce Demographic Survey</b></p> <p>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.</p> <p>Our first survey received a 90% employee participation rate. We will continue to roll out the survey on a bi-annual basis to track current demographics, inform future progress, and offer insights into WT's workforce. See the DE&amp;I Report for more in-depth information.</p> <p><b>Organizational Values and Affirmation Statement</b></p> <p>The next two recommendations were to define our organizational values and create a Waterfront Toronto affirmation statement, both of which are near completion. See the DE&amp;I Report for drafts to date.</p> <p><b>DE&amp;I Training Needs Assessment</b></p> <p>To support an inclusive and welcoming culture, free from harassment, racism, and discrimination, Waterfront Toronto will soon be rolling out a DE&amp;I training needs assessment to staff. This next action will support the recommendation by MNP and our commitment to educate and develop our staff to learn from other perspectives and improve our own literacy of equity issues.</p>
<b>Next Steps</b>	The next DE&I Update will be provided in Q4 of 2022/2023, reflecting on Q3 (October 1 to December 31, 2022).



# Human Resources, Governance and Stakeholder Relations Committee Meeting November 10, 2022 Item 8 – Diversity, Equity & Inclusion (DEI) Report George Zegarac

The purpose of this report is to provide an update of Waterfront Toronto's Diversity, Equity and Inclusion (DE&I) journey to October 31, 2022.

## Diversity, Equity & Inclusion

### Background

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.

### Workforce Demographic Survey

- The first recommendation actioned was to launch a confidential, voluntary, 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 community served 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 bi-annually.
- Workforce Demographic results are a valuable key to high employee engagement. Having the opportunity to self-identify is considered leading practice by the Workplace Gender Equality Agency (WGEA). It is also key that confidentiality be maintained and that no names are associated with any responses.
- 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.
- As part of our onboarding process and as an opportunity to build trust with our new staff, we will be advising employees of the workforce demographic survey and the opportunity to participate in the next survey cycle, with the purpose to acknowledge that intersectionality is celebrated at Waterfront Toronto.
- These results provide a snapshot in time of the diversity of our workforce and is based on data from employees who **voluntarily participate** and **self-identify**. It also sets a baseline moving forward. Please find the survey results in Appendix A.
- The results of the survey were presented to staff at a townhall on October 24, 2022.

- Our 90% participation rate is proof of high engagement at Waterfront Toronto. It also speaks to trust. This is a new ask and it was important to employees to know their data is confidential and safely secured.
- In organizations with less than 200 employees, best practice is to survey every other year – to consider expected retention rates. A highly engaged workforce tends to stay in their roles longer.
- The survey will be rolled out bi-annually (every two years). This year's data provides 'benchmark' data that can be used to track current demographics, inform future progress, and offer insights into WT's workforce.
- This first survey reflects that our workforce is diverse, with representation from many different groups as is fitting as we live and work in the most diverse city in Canada.

### **Organizational Values & Affirmation Statement**

- The next two recommendations within the plan are currently in progress. We sought staff participation to define our organizational values and create a Waterfront Toronto affirmation statement.
- Staff working groups are responsible for drafting and finalizing these important statements to help provide clarity around DE&I at Waterfront Toronto. It is important to ensure that our communication around DE&I has direct input from staff across the organization.
- We held various working sessions during the last few months with our working groups and have developed versions of our:
  - Purpose Statement, building on our legislative mandate, this statement is a representation of what WT is here to do and an expression of why we exist;
  - Values representing the behaviours we believe to be the most important; and
  - Affirmation Statement reflecting why DE&I matters to WT and how we approach it.
- The preliminary versions were also presented to staff at a townhall on October 24, 2022. Please find them in Appendix B for visibility.
- After the staff townhall, these versions have been posted around the office and all staff have been asked to review and provide their feedback to ensure that we have phrased these statements in a way that feels accurate, true and reflective of all.
- It is anticipated that finalized versions of these statements will be brought forward in the next HRGSR meeting.

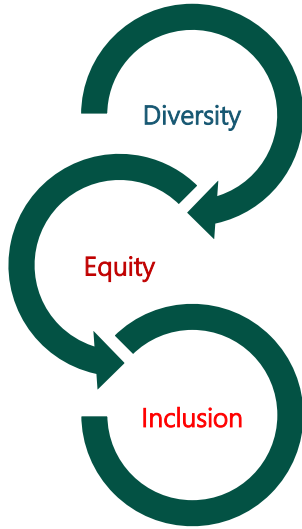
### **Next Steps**

With the goal of an inclusive and welcoming culture free from harassment, racism, and discrimination, Waterfront Toronto has committed to educating our team around the importance of not only integrity at work, but diversity, equity, and the power of inclusion which is a part of driving a culture of belonging. DE&I training, and development allows us not only to learn from other perspectives but to improve our own literacy of equity issues.

A DE&I training needs assessment will be rolling out to staff soon. This assessment will be used to determine what learning and development opportunities could be offered in future, and what DE&I training individuals may already have completed.

# Appendix A: Workforce Demographics

# What is a Workforce Demographic Survey?



*A Workforce Demographic Survey provides a snapshot of the diversity of a workforce and is based on data from employees who voluntarily participate and self-identify. It is different than an Employee Engagement Survey.*

How can  
employees  
self-  
identify?



# Waterfront Toronto Demographic Survey – First Year Response Rate

The Workforce Demographic Survey

April 1, 2022 - April 29, 2022

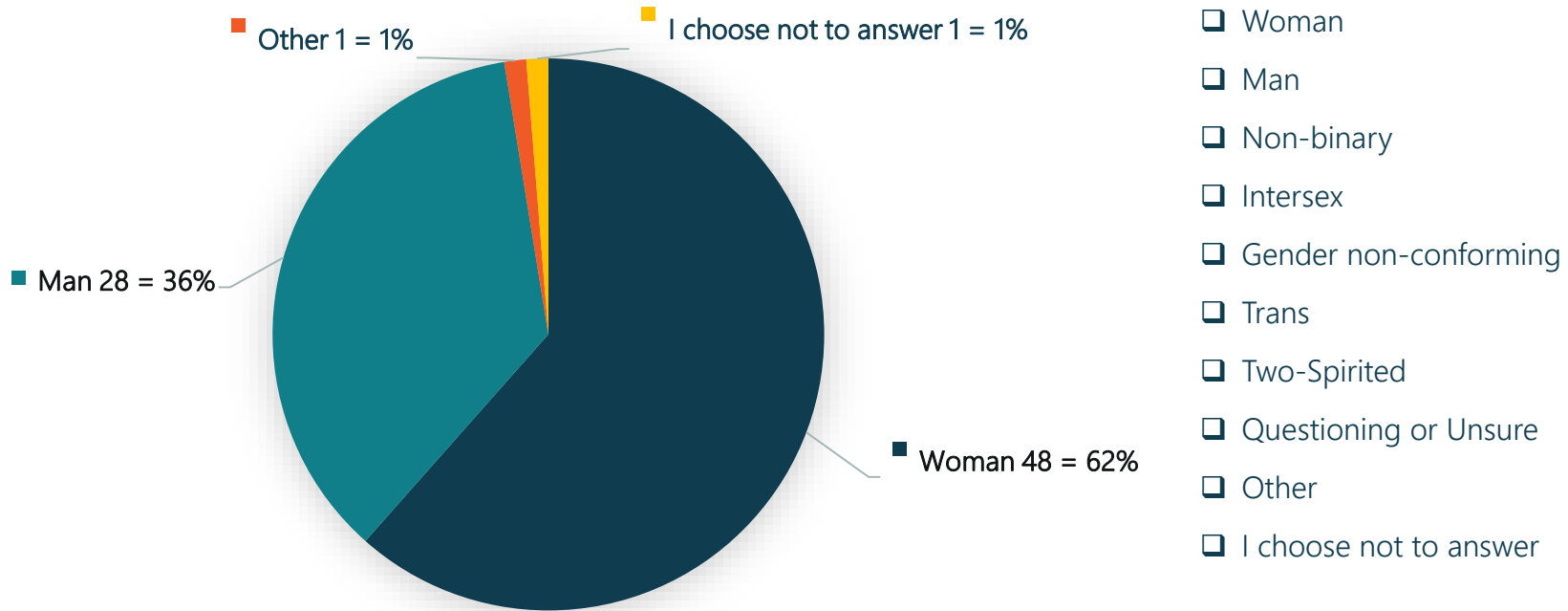
78 employees participated

Participation rate in year 1 was 90%

# 1. Gender Identity

The options identified below are based on the terminology used by the Ontario Human Rights Commission in the Policy on Discrimination.

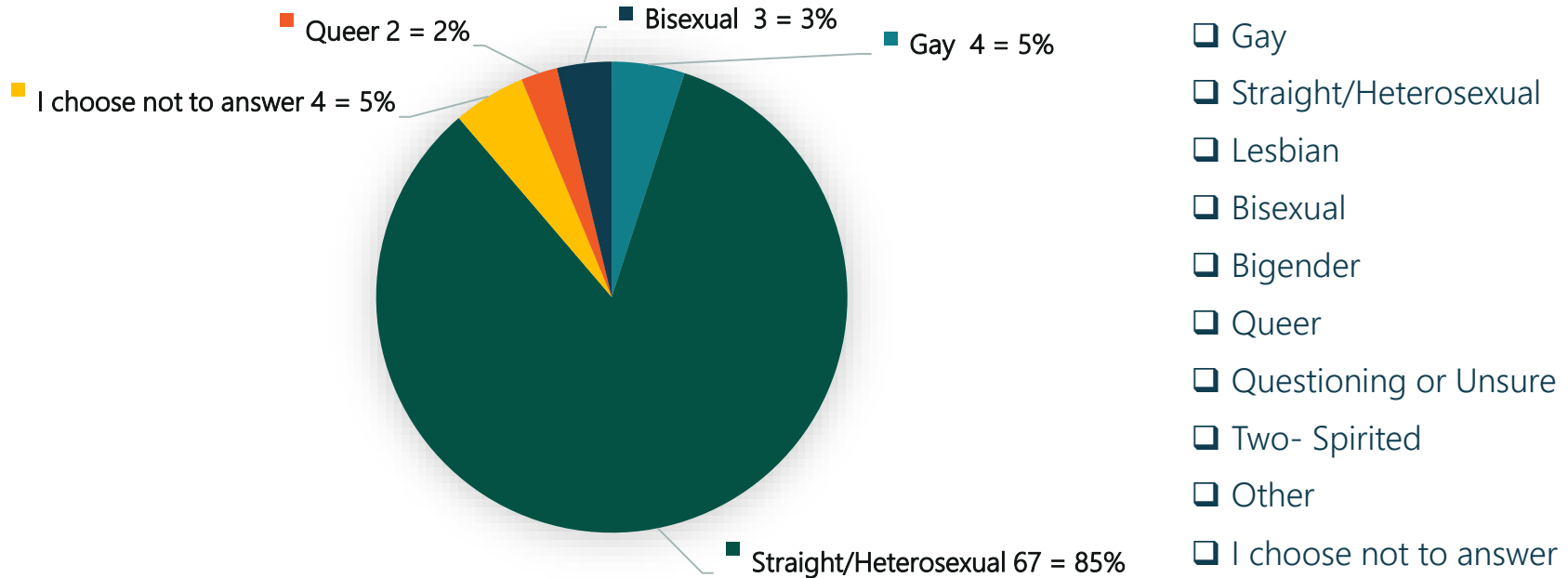
How do you self-identify? (select all that apply):



## 2. Sexual Orientation

The options identified below are based on the terminology used by the Ontario Human Rights Commission in the Policy on Discrimination.

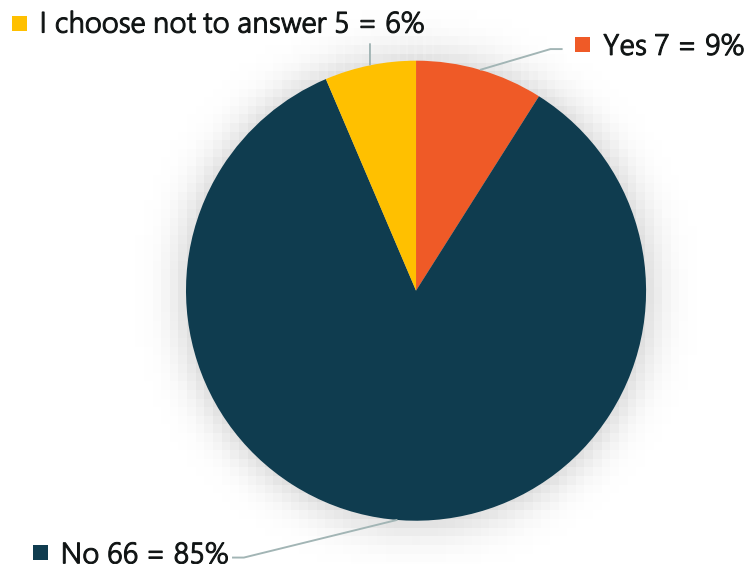
How do you self-identify? (select all that apply):



### 3. Person with Disabilities

Based on the definition “person with disabilities.”

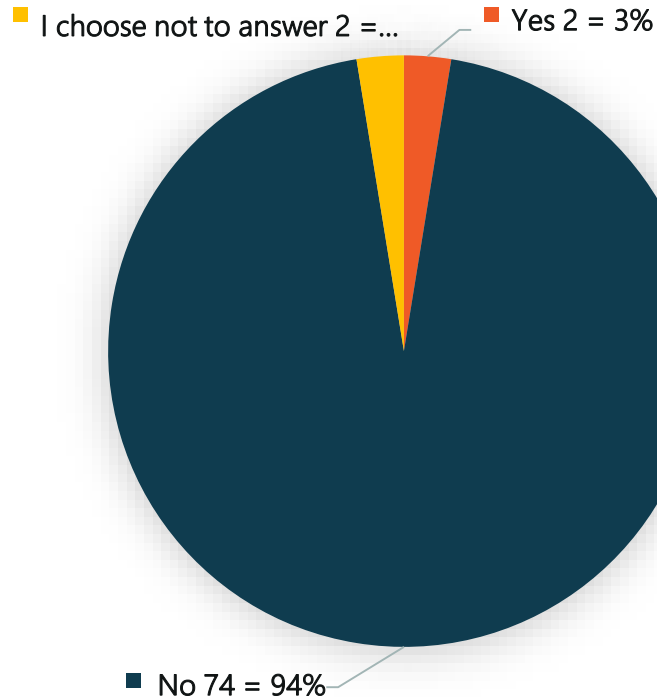
Do you identify as a person with a disability (visible or invisible)?



**Definition:** According to the Canadian Human Rights Act, a disability is a physical or mental condition that is permanent, ongoing, episodic or of some persistence and is a substantial or significant limit on an individual's ability to carry out some of life's important functions or activities such as employment. A disability may be visual, auditory, mobility and cognitive.

## 4. Indigenous Persons

Indigenous Persons are defined as First Nations (status, non-status, treaty or non-treaty), Inuit or Metis.

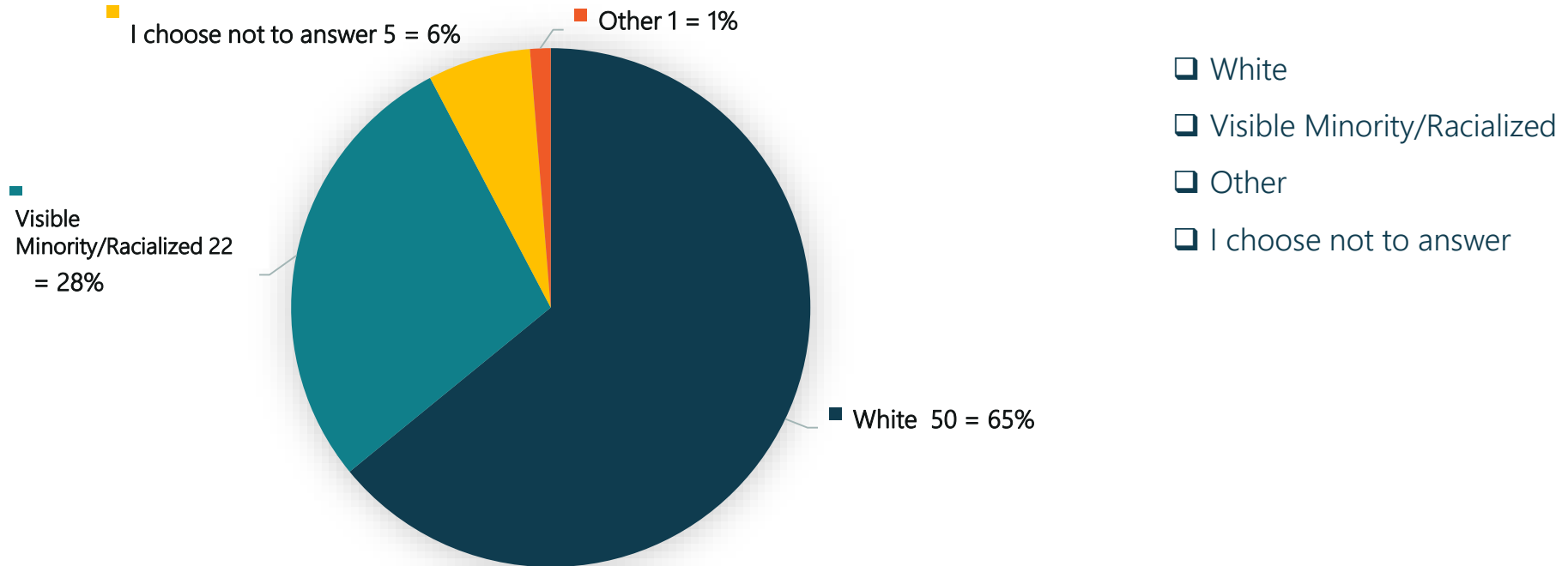


Do you  
self-identify as an Indigenous  
person of  
North America?

# 5. Visible Minorities

Based on the definition “visible minority.”

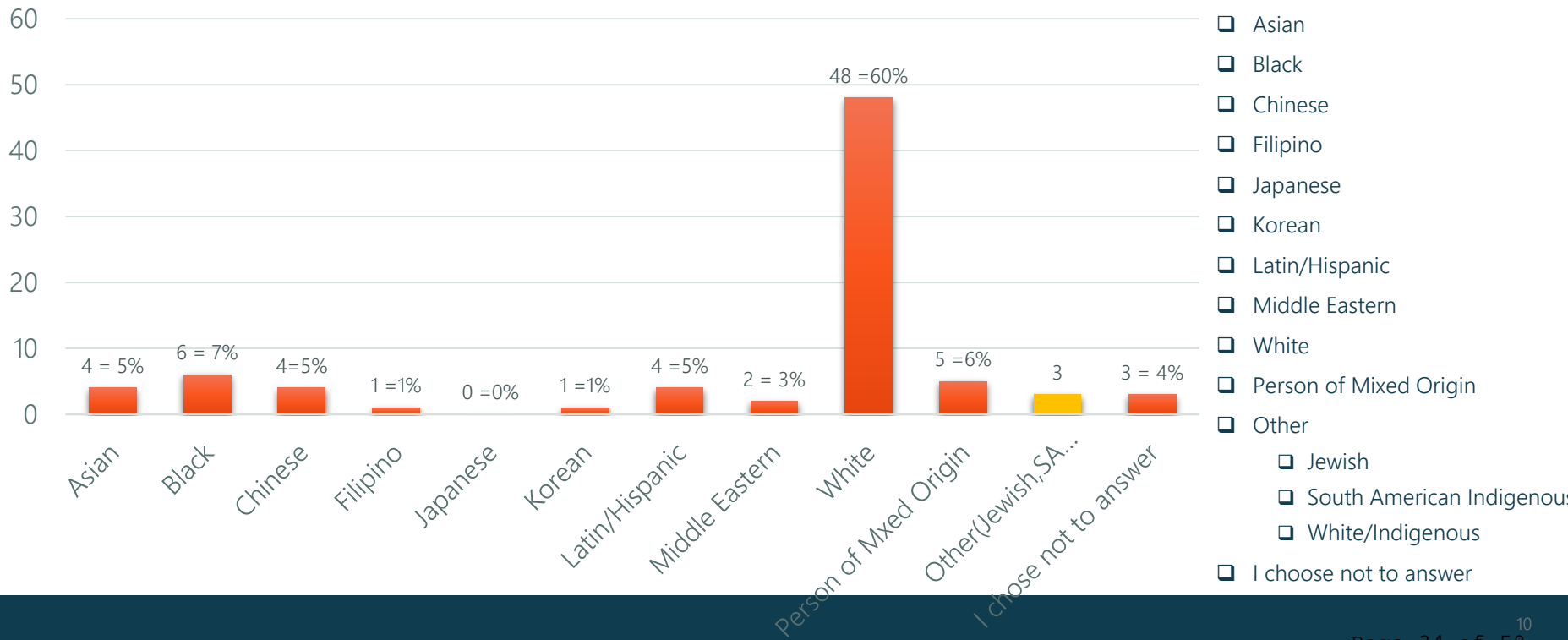
Do you self-identify as one of the following? (select all that apply):



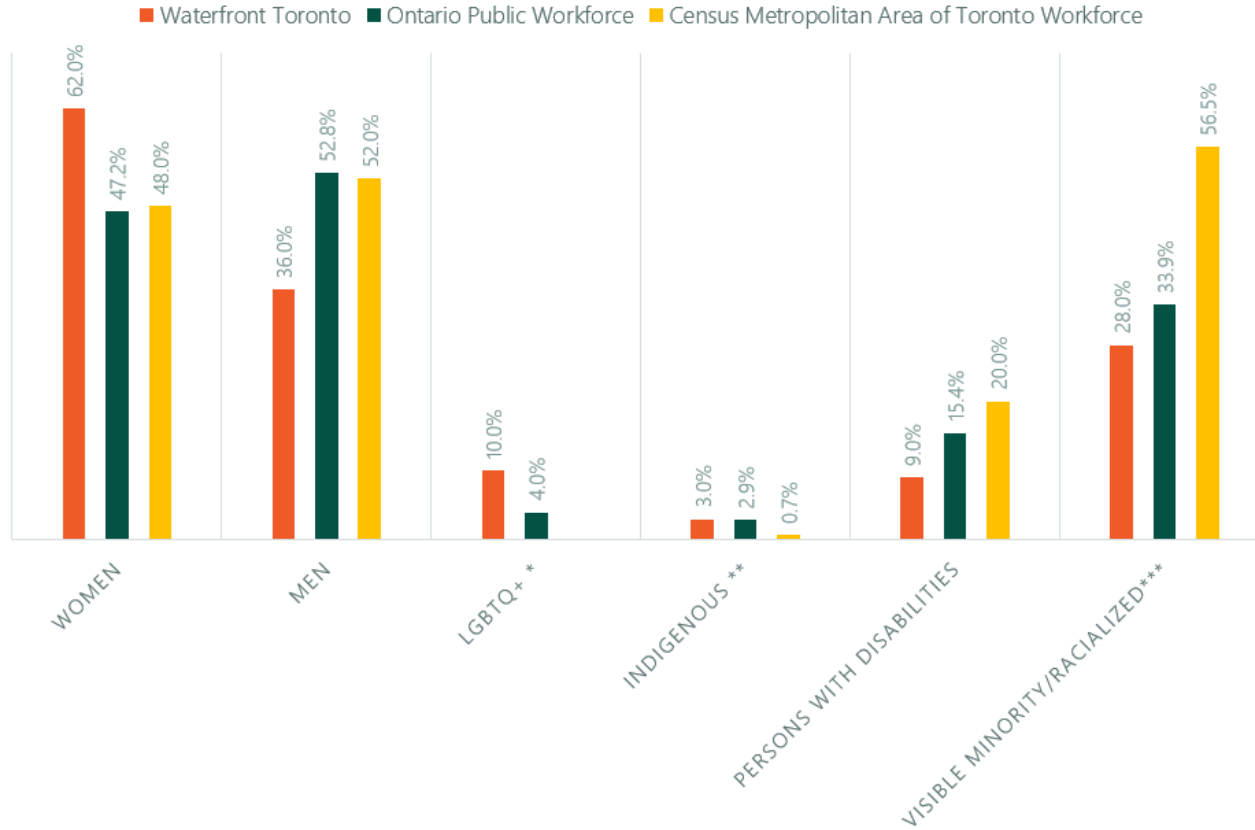
# 6. Race and Ethnicity

What racial and ethnic origins do you identify with? (Select all that apply) Respondents can select more than answer.

This question included multiple options to self-identify OR to provide your own description.



# Waterfront Toronto data vs Toronto & Ontario Available Workforce



## \*LGBTQ+:

- Waterfront - all LGBTQ+ identities
- Comparison is with self-declared total Canada

## \*\*Indigenous:

- Toronto (CMA) and Ontario – total population, only includes Indigenous identity under the Indian Act

## \*\*\*Visible Minority:

- Ontario and Toronto (CMA) total populations

## Appendix B: Organization Purpose, Values & Affirmation Statement

# Mandate – Objects of the Corporation

## TWRC Act

3 (1) The following are the objects of the Corporation:

1. To implement a plan that enhances the economic, social and cultural value of the land in the designated waterfront area and creates an accessible and active waterfront for living, working and recreation, and to do so in a fiscally and environmentally responsible manner.
2. To ensure that ongoing development in the designated waterfront area can continue in a financially self-sustaining manner.
3. To promote and encourage the involvement of the private sector in the development of the designated waterfront area.
4. To encourage public input into the development of the designated waterfront area.
5. To engage in such other activities as may be prescribed by regulation. 2002, c. 28, s. 3 (1).

# Purpose

## What are we here to do?

We put people first and reconnect them with the waterfront, by bringing together innovative approaches to urban design, infrastructure and sustainable revitalization.

We are creating a legacy of beautiful, resilient, and prosperous communities.

We deliver on important public goals through complex projects that increase the supply of housing, expand public transit, create welcoming public spaces and increase economic competitiveness.

# Our Values

The behaviours we believe to be the most important

- We work **PURPOSEFULLY** to make an impact
- We hold **INCLUSIVENESS, BELONGING** AND **RECONCILIATION** in our thoughts, words and actions
- We act with **INTEGRITY** always
- We treat everyone with **RESPECT** and **CONSIDERATION**

# We work PURPOSEFULLY to make an impact



Our duty is to serve all those who live, work and play on the waterfront.

Our projects are practical, innovative and resilient.

Our projects set new standards and result in appealing and inviting spaces.

We strive to leave this world a better place for future generations.

# We hold INCLUSIVENESS, BELONGING AND RECONCILIATION in our thoughts, words, and actions



We commit to effective allyship and to providing employees with a workplace where they can be their authentic selves.

We acknowledge the shared history and legacy of Indigenous People and commit to both reconciliation and building successful partnerships together.

We engage with the waterfront's existing and emerging communities and listen to diverse voices and perspectives, to make the waterfront inviting and accessible for all.

# We act with INTEGRITY always



We adhere to high ethical standards.

We welcome challenging and honest conversations because they are worth having.

We are relentless in overcoming adversity and tenacious in achieving our goals.

We are determined to do the right thing.

# We treat everyone with RESPECT and CONSIDERATION



We listen to learn with empathy.

We trust in the good intentions of our colleagues and collaborators.

We acknowledge the differences in how people do their best work.

We honour and appreciate difference and more than one perspective.

# Affirmation Statement

## Why DE&I matters to us and how we approach it

At Waterfront Toronto, we are committed to reflecting the diversity of our city in our revitalization efforts.

We strive to work with people who are passionate, curious and innovative and provide the independence and development opportunities they need to flourish. Our success comes from great teamwork and exceptional individuals.

We embrace diversity of all kinds and recognize it as a key to our ability to create a waterfront for everyone. We believe that a diverse and inclusive workforce is more engaged, productive and fulfilled. We recognize that valuing diverse perspectives helps us solve the complex problems of a changing world.

Waterfront Toronto is committed to creating a culture of belonging, where employees feel valued, respected, engaged, and safe.

<b>Purpose</b>	For Committee Information.
<b>Areas of note/ Key issues</b>	<p>Waterfront Toronto has been engaging in a succession planning exercise, which will be discussed in the Directors only session. The plan looks to ensure we have the skill and experience needed for our future plans and that it incorporates our goals for DE&amp;I.</p> <p>There are two major barriers to our succession plan that need to be addressed. After years of salary freezes, WT is finding that we are unable to meet the salary demands of our qualified candidates. We will be engaging in a salary benchmark exercise with the results presented to HRGSR and the Board. This is critical for us to be successful in planning for succession and attracting more diverse candidates. The second barrier is the lack of a decision on the mandate extension. There are a number of candidates who have noted that their interest would be conditional on the resolution of this extension issue.</p>
<b>Next Steps</b>	The salary benchmarking exercise will be completed and presented to the Committee and the Board prior to the end of the fiscal year.

<b>Purpose</b>	For information
<b>Areas of note/ Key issues</b>	<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 on an annual basis.</p> <p>The documents to be considered are:</p> <ol style="list-style-type: none"> <li>1. By Law #1 General By Law</li> <li>2. By Law #2 Open meeting By law</li> <li>3. By Law #3 Board remuneration</li> <li>4. Mandate of the Board</li> <li>5. Mandate of the Board Chair</li> <li>6. Mandate of the CEO</li> <li>7. Mandate of the Corporate Secretary</li> <li>8. Wrongdoing Policy</li> <li>9. Mandate of the FARM Committee</li> <li>10. Mandate of the HRGSR Committee</li> <li>11. Mandate of the IREC Committee</li> <li>12. Indemnity Agreement</li> <li>13. Code of Conduct</li> <li>14. Confidentiality Agreement</li> </ol> <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 has been consulted and is not aware of any needed or proposed changes to these documents. In addition, no proposed changes have been brought to our attention by either the Committee members, the Board chair or the chairs of the other Committees.</p>
<b>Next Steps</b>	<p>The review of governance documents is an ongoing process. Management will continue to consider the documentation and will bring any suggested changes to the HRGSR Committee for consideration. External counsel will be consulted as needed, and it is expected that a detailed review involving external counsel will be conducted at least once every three years.</p>

# Closed Session



Human Resources, Governance and Stakeholder  
Relations (HRGSR) Committee  
November 10, 2022  
Item 15 – 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 September 15, 2022 be approved as tabled.

# CALENDAR YEAR 2022 UPCOMING MEETING SCHEDULE BOARD / COMMITTEES

S/N	Date	Board/Committee	Key Agenda Item(s) include:
1.	<b>Thursday, February 3</b> Revised date: <b>Friday, February 11</b>	IREC	Quayside
2.	<b>Tuesday, February 15</b>	Board	Quayside
3.	<b>Thursday, February 24</b>	FARM	Per FARM Work Plan
4.	<b>Thursday, March 3</b>	HRGSR	Per HRGSR Work Plan
5.	<b>Thursday, March 10</b>	IREC	<ul style="list-style-type: none"> <li>• Detailed Status Report on all Development Projects</li> <li>• Other Projects (if any)</li> <li>• Real Estate Acquisitions and Divestitures (if any)</li> <li>• Other Acquisitions (if any)</li> </ul>
6.	<b>Thursday, March 24</b>	Board	<ul style="list-style-type: none"> <li>• Reports of the IREC, FARM and HRGSR committees</li> </ul>
7.	<b>Thursday, May 26</b>	FARM	Per FARM Work Plan
8.	<b>Thursday, June 2</b>	IREC	<ul style="list-style-type: none"> <li>• Development Projects Dashboard</li> <li>• Other Projects (if any)</li> <li>• Real Estate Acquisitions and Divestitures (if any)</li> <li>• Other Acquisitions (if any)</li> <li>• ESG Update</li> </ul>
9.	<b>Thursday, June 9</b>	HRGSR	Per HRGSR Work Plan
10.	<b>Thursday, June 16</b>	Board Strategic Session	
11.	<b>Thursday, June 23</b>	Board	<ul style="list-style-type: none"> <li>• Reports of the HRGSR, IREC, and FARM committees</li> <li>• Approve 2021/22 Annual Report</li> <li>• Approve 2021/22 audited financial statements</li> <li>• Year-end Performance Assessment for CEO and approval of compensation for 2022/23</li> </ul>
12.	<b>Wednesday, July 20</b> (Added July 2022)	IREC	<ul style="list-style-type: none"> <li>• Quayside Update</li> </ul>
13.	<b>Tuesday, August 30</b> (Added August 2022)	IREC	<ul style="list-style-type: none"> <li>• WT Office Space Lease</li> </ul>
14.	<b>Thursday, September 8</b> (Added August 2022)	Board	<ul style="list-style-type: none"> <li>• WT Office Space Lease</li> </ul>
15.	<b>Thursday, September 15</b>	HRGSR	Per HRGSR Work Plan

16.	<b>Thursday, September 22</b>	FARM	Per FARM Work Plan
17.	<b>Thursday, September 29</b>	IREC	<ul style="list-style-type: none"> <li>• Development Projects Dashboard</li> <li>• Other Projects (if any)</li> <li>• Real Estate Acquisitions and Divestitures (if any)</li> <li>• Other Acquisitions (if any)</li> </ul>
18.	<b>Thursday, October 13</b>	Board	<ul style="list-style-type: none"> <li>• Report of the HRGSR, IREC, and FARM committees</li> <li>• 2023 Board and Committee Meeting Calendar</li> </ul>
19.	<b>Thursday, November 10</b>	HRGSR	Per HRGSR Work Plan
20.	<del>Thursday, November 17</del> <b>REVISED DATE:</b> <b>Friday, November 25</b>	IREC	<ul style="list-style-type: none"> <li>• Development Projects Dashboard</li> <li>• Other Projects (if any)</li> <li>• Real Estate Acquisitions and Divestitures (if any)</li> <li>• Other Acquisitions (if any)</li> </ul>
21.	<b>Thursday, November 24</b>	FARM	Per FARM Work Plan
22.	<b>Thursday, December 8</b>	Board	<ul style="list-style-type: none"> <li>• Report of the HRGSR, IREC, and FARM committees</li> <li>• Approval of 2022/23 Corporate Plan</li> </ul>