



# Human Resources, Governance and Stakeholder Relations Committee

## Agenda and Meeting Book

WEDNESDAY, MARCH 8, 2023 FROM 3:00 PM TO 5:00 PM

MICROSOFT TEAMS MEETING



Human Resources, Governance and Stakeholder Relations Committee

**Agenda - Wednesday, March 8, 2023**

3:00 p.m.	1. Land Acknowledgement	Information	W. Cartwright
3:05 p.m.	2. Motion to Approve Meeting Agenda	Approval	All
3:05 p.m.	3. Declaration of Conflicts of Interest	Information	All
3:10 p.m.	4. Consent Agenda		
	a) DRAFT Minutes of the Open Session November 10, 2022 HRGSR Committee Meeting - 4	Approval	All
	b) Environmental, Social and Governance (ESG) Update - 8	Information	L. Taylor
3:20 p.m.	5. Human Resources Report	Information	R. Desrochers
	Coversheet - 10		
	Report - 11		
	KPIs - 16		
	DEI Reference Material - 17		
3:30 p.m.	6. Motion to go into Closed Session	Approval	W. Cartwright
	<b>Closed Session Agenda</b> The Committee will discuss items 7, 8, 9 and 10, being consideration of the minutes of the Closed Session November 10, 2022 HRGSR Committee meeting, Consideration of Board and Committee Effectiveness Survey, Third-party Salary Benchmarking Review, and Directors Only Discussion respectively, in a closed session as permitted by By-Law No. 2 of the Corporation. The exception relied on for the discussion for item 7 in the closed session is provided in the Minutes of the Open Session of the November 10, 2022 HRGSR Committee meeting contained in item 4(a) of this agenda, for item 8 is Section 6.1(1)(g), for item 9 is Section 6.1(1)(b) and for item 10 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		
4:55 p.m.	11. Motion to go into Open Session	Approval	All
	<b>Public Session Agenda</b>		
4:55 p.m.	12. Resolution(s) Arising from the Closed Session (if any)	Approval	W. Cartwright
	Form - 31		
5:00 p.m.	13. Motion to Terminate the Meeting	Approval	W. Cartwright

Upcoming Board & Committee Meeting 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, November 10, 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)  
Ian Ness (General Counsel)  
Lisa Taylor (Chief Financial Officer)  
Rose Desrochers (VP, Human Resources and Administration)  
Cameron MacKay (VP, Strategic Communications and Engagement)  
Kristina Verner (SVP, Strategic Policy & Innovation)  
Iain McMullan (Executive Director, Philanthropy)  
Ed Chalupka (Director, Government Relations)  
Sameer Akhtar (Senior Legal Counsel)  
Mira Shenker (Director, Communications and Public Engagement)  
Carol Webb (Senior Manager, Communications and Public Engagement)  
Charmaine Miller (Executive Assistant to the CEO & Board Administrator)

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

- Jeanhy Shim, Leslie Woo, Drew Fagan Directors, Waterfront Toronto
- Sarah Khan, Analyst, Vania Georgieva, Sr Program Analyst; Investment, Partnerships and Innovation Branch, Infrastructure Canada
- Hannah Verrips, Policy Advisor, Cory MacDonald, Sr Policy Advisor, Andre James, Sr Economist, Jonathon Vita, Manage(A), Bill Raymond, Sr Policy Advisor, Agency, Governance and Accountability Unit, Ministry of Infrastructure
- Sandra Porteous, Sr Manager, Consulting Services – DEI Lead, MNP

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 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 June 9, 2022

**ON MOTION** duly made by Paul Khawaja, seconded by Rahul Bhardwaj and carried, it was **RESOLVED** that the Minutes of the Open Session of the HRGSR Committee meeting held on September 15, 2022 be approved, as tabled.

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

Lisa Taylor, Chief Financial Officer, spoke to the ESG update report and matters arising therefrom.

## 5. Human Resources Report

Rose Desrochers, VP of Human Resources and Administration provided 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.

Particular mention was made of the longer than usual recruitment times being experienced by Waterfront Toronto due to the current labour shortage and the corporation's salary freeze for the last four years. This has affected the ability to recruit top talent who have higher salary expectations than the corporation's budget. To mitigate this situation Waterfront Toronto will be conducting a salary benchmarking survey to ensure competitiveness when recruiting. An overview was also provided of the corporation's three-step pay for performance (PFS) management process. The PFS process evaluates not only the "what" an employee achieves but also the "how" an employee undertakes the work.

## 6. HR Practices and Policies Review

The committee received a report outlining the current HR practices and policies.

## 7. Stakeholder Relations Report

Cameron MacKay, VP of Strategic Communications and Public Engagement, provided an update on stakeholder relations and recent stakeholder engagement activities of the Corporation in four categories: Government, Indigenous, Community, and Issues-based. After

some discussion it was recognized that “media” be incorporated into the reporting either under one of the four existing categories or as its own.

## **8. Diversity, Equity and Inclusion (DEI) Report Update**

The committee received an update from the CEO on Diversity, Equity and Inclusion initiatives of the Corporation and also heard from our consultant Sandra Porteous of MNP, who provided an update on the Corporation’s first ever Workforce Demographic Survey, as well as the Affirmation Statement and Organizational Values work that is underway.

## **9. Succession Planning Update**

The CEO updated the committee on general succession planning for the Corporation, including the Senior Management Team and indicated he would speak to the matter in more detail in the directors only Closed Session portion of the meeting. It was acknowledged that the biggest issue is the Corporation’s outstanding mandate as this impacts on the attraction of successors.

## **10. Governance Documentation**

The Committee chair reported that, after consulting with senior management, the other committee chairs, the board chair and members of the HRGSR Committee, no changes to our governance documentation were proposed at this time. If any changes are identified in the future, they will be presented to the committee for consideration.

## **11. Motion to go into Closed Session**

In accordance with By-Law No. 2 of the Corporation and **ON MOTION** made by Rahul Bhardwaj, and seconded by Paul Khawaja, and carried, the Committee **RESOLVED** to go into Closed Session to continue discussions on items 12 and 13. The exception to the Open Meeting Law relied on to continue the discussion of item 12 is provided in the minutes of the Open Session of the September 15, 2022 HRGSR Committee meeting contained under item 4(a) of this agenda, for item 13 is Section 6.1(1)(b), The meeting continued in Closed Session.

## **12. Consent Agenda**

**Draft Minutes of the Closed Session of September 15, 2022 HRGSR Committee meeting**

## **13. Committee Chair Discussion (Directors Only)**

## **14. Motion to go into Open Session**

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

## **15. Resolution Arising from the Closed Session**

**ON MOTION** duly made by Rahul Bhardwaj, and seconded by Paul Khawaja and carried, it was **RESOLVED** that the Minutes of the Closed Session of the HRGSR Committee meeting

held on September 15, 2022 be approved as tabled.

**16. Termination of the Meeting**

There being no further business, **ON MOTION** duly made by Councillor Joe Mihevc, seconded by Paul Khawaja and carried, it was **RESOLVED** that the meeting be terminated at 11:19 a.m. local time.

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Committee Chair

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Secretary of the Meeting




# Human Resources, Governance and Stakeholder Relations

## Committee Meeting





### March 8, 2023

#### Item 4b) Environmental, Social, and Governance (ESG) Update

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	Q3 2022/23 Update	Oversight
<b>Governance</b>	<b>Regular ESG Updates to Board</b> <ul style="list-style-type: none"> <li>Quarterly “ESG Update” standing agenda item for Board and Committees effective June 2022</li> <li>Comprehensive Board-level update on ESG matters to be provided March 27, 2023.</li> </ul>	Board
	<b>Climate Action Plan</b> <ul style="list-style-type: none"> <li>Present draft Climate Action Plan (CAP) for Board approval March 2023</li> <li>SMT governance oversight on CAP priorities (see item below).</li> </ul>	Board
<b>Environment</b>  SDGs supported:    	<b>Recommendations of Task Force for Climate-Related Financial Disclosures (TCFD)</b> <ul style="list-style-type: none"> <li>Following recommendations from the 2022 TCFD assessment by PwC, including adoption of TCFD in WT's Integrated Annual Report in 2022, continue to implement CAP focused on: <ol style="list-style-type: none"> <li>Exploring net-zero target: establishing baseline for reduction target and researching pathways to net-zero</li> <li>Low carbon procurement: drafting policy on low carbon procurement</li> <li>Stakeholder engagement: networking with net-zero WT stakeholders and industry leaders</li> <li>Establishing governance: achieved via quarterly CAP update to SMT</li> </ol> </li> </ul>	FARM
	<b>Greenhouse Gas (GHG) Inventory</b> <ul style="list-style-type: none"> <li>Measured Q1 – Q2 2022/23 scope 3 emissions (indirect emissions from the supply chain). Notable sources include manufacturing of steel, purchase of fuel and materials for construction projects.</li> </ul>	FARM
	<b>Green Buildings KPI 5.1</b> <ul style="list-style-type: none"> <li>Executed lease agreement to relocate WT office to T3 Bayside in 2023. T3 is LEED Gold registered and North America's tallest mass-timber office building (12 stories) with 40-50% lower embodied carbon compared to conventional designs.</li> </ul>	Board
<b>Environment &amp; Social</b>	<b>Quayside KPI 5.1</b> <ul style="list-style-type: none"> <li>Executed Project Agreement with Quayside Impact LP to develop a 12-acre site into Canada's largest all-electric, zero-carbon master-planned community, with 800+ affordable housing units, an Indigenous Participation Commitment, and a Master Public Art Plan, among other social and cultural features.</li> </ul>	IREC



<b>Environment &amp; Social (cont.)</b>	<b>Sustainable Procurement</b> <ul style="list-style-type: none"> <li>Amended Procurement Policy to include sections on social and sustainable procurement (aligned with WT's DE&amp;I values and CAP)</li> </ul>	Board
<b>Social</b>  SDGs supported:     	<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>Completed and presented draft DE&amp;I affirmation statement at staff townhall in support of a people-first DE&amp;I strategy. Final statement anticipated in 2023.</li> </ul>	HRGSR
	<b>Accessibility Strategy</b> <ul style="list-style-type: none"> <li>With support from WT's 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>Public Art</b> <ul style="list-style-type: none"> <li>WT's 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>Concept development underway for Indigenous permanent public artwork at the King/Queen Triangle in the West Don Lands.</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, including attending a special Council meeting of the MCFN on October 19, 2022.</li> <li>Launched Request for Proposal (RFP) to conduct a comprehensive feasibility study for a waterfront Indigenous Cultural Centre.</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> </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 Q3: October 1, 2022 to December 31, 2022 touching upon some of the following elements that are core to our HR practices: KPIs, Recruitment, Organizational Effectiveness, Talent and Succession Management, Learning and Development, Performance Management, Rewards and Recognition, Diversity, Equity and Inclusion.</p> <p>Some key areas to note in the report are:</p> <p><b>HR KPIs</b> – Our HR KPIs have been updated for Q3 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 remotely and in the office. Following the Thanksgiving weekend, in-office workdays increased to five days over a two-week period.</p> <p>In Q3, the COVID-19 protocols were revised, and the required health check in for staff and guests has been removed. New staff are no longer required to provide proof of vaccination.</p> <p><b>Diversity, Equity &amp; Inclusion</b> – The organization values and affirmation, and purpose statement drafts, which were prepared by staff working groups, were presented at a staff townhall. Further opportunity for staff feedback on these materials was provided. Additionally, the DE&amp;I Training Needs Assessment was launched.</p> <p><b>Salary Benchmarking</b> – To assess our compensation strategy and remain competitive with the market to support our recruitment and retention efforts, we worked with our expert compensation consultant, to conduct a benchmarking exercise comparing salary ranges and salaries at Waterfront Toronto to benchmarked positions from private and public sectors, within the GTA, and across industries. Information and recommendations will be shared in the closed session.</p>
<b>Next Steps</b>	The next HR Update will be provided in Q1 of 2023/2024, reflecting on Q4 (January 1 to March 31, 2023).



## Human Resources, Governance and Stakeholder Relations Committee Meeting

March 8, 2023

### 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 Q3 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, Talent, and Succession Management

- As of December 31, 2022, the Corporation's total approved position count was 111, distributed as follows:
  - 93 fulltime positions – 79 filled FTE positions and 14 of the positions were vacant. Recruitment for 6 of those vacant positions was in progress.
  - 18 contract positions – 11 filled contract positions and 7 were vacant. Recruitment for 1 of those vacant positions was in progress.
- 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 four new employees during the quarter.

- Of the four employees hired in the quarter, one was a contract covering a maternity leave and three were full time permanent employees.
- We facilitated five employee exits during the quarter. Of those exits, four were voluntary which resulted in a voluntary turnover rate this quarter of 4%. When compared to Q3 of last fiscal year the rate is lower, and in fact, it's the lowest turnover in a Q3 in the past three years. We are pleased to see our turnover rate remain low. Please see attached dashboard to review quarterly and annual turnover rates.
- In addition to a labour shortage, the corporation's salary range freezes over the last four years have meant our salary grades have not kept up with industry standards. The combination of both previous factors has made sourcing top talent particularly challenging during Q2. Our ability to recruit top candidates has been affected because their salary expectations exceed our budget. Our experiences support the need to prioritize our salary benchmarking exercise to ensure our competitiveness when recruiting.
- As a result, an expert compensation consultant (H. Wilkinson Consulting Group) was hired to conduct an extensive benchmarking exercise of the market and provide recommendations on salary range adjustments required to remain competitive with the market to support our recruitment and retention efforts.
- The benchmarking exercise compared salary ranges and salaries at Waterfront Toronto to benchmark positions using data from private and public sectors, within the GTA, and across industries. We also created a custom salary benchmarking survey to assess our compensation strategy in specific departments and roles with like agencies. Further information will be provided in the closed session.
- We continue to work on several recommendations identified in MNP's Resource and Succession Planning Review, to enhance our resource and succession planning strategies.

## Organizational Effectiveness

- In October, after Thanksgiving weekend, Waterfront Toronto increased the in-office days requirement to five over a two-week period 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 hybrid and in person meetings.
- In Q3, the mandatory COVID-19 vaccine requirement for new staff was eliminated. 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, COVID-19 protocols were revised by removing the required health check in for staff and guests.
- 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 to the end of the fiscal year.

- The joint HR email account continues to be a useful resource for staff, creating efficiencies and resulting in faster and better service to employees.
- Further to one of the recommendations from the Resource and Succession Planning Review and to continue to support staff wellbeing, a health and wellness webinar facilitated by our Employee Assistance Program provider was offered to all staff. The topic was 'Effective Stress Management' and was an optional offering to support staff in understanding the science of stress response, recognizing personal stress triggers, and learning how to respond rather than react and concluded with powerful stress busting strategies. Forty-six staff registered to attend this optional webinar.
- In preparation of our office move at the end of 2023 to T3, we continue to support the office clean-up project, participate in discussions regarding our office relocation, and provide staff updates at staff townhalls and an opportunity to provide their feedback on common spaces and furnishings.

## Learning & Development

- We support learning and development opportunities 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 are continuing to see the average number of employees accessing the program remain constant quarter over quarter.
- In Q3, the average spending amount per employee using the program was \$904.40, an increase of \$300 from the average per employee spend in Q2. The number of employees accessing the program in Q3 doubled those accessing it in Q2 and more than quadrupled from 2021/22 Q3. 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 takes place year-round with formal check ins that support ongoing discussions between employee and manager. The process 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 was completed October 31, 2022.
- Our Step 3 – Final Review of our PFS process for fiscal year 2022/23 is scheduled to be completed by year end and results to be reported in June 2023.

## Rewards & Recognition

- As part of recognition and rewards, the Service Awards program was created in May 2014. In the nine years since the program started 9 staff members have received their 15-year service award, 33 staff have received their 10-year service awards and 71 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.
- Our Social Committee is now in its second quarter of activity. With 13 members, the committee represents approximately 14% of the staff complement. We have seen excellent staff participation at numerous in person and online activities organized by Social Committee members. A few activities during Q2 included a pumpkin carving competition, World Cup watch parties, bake sales to support the United Way and the end of year celebration.

## Diversity, Equity & Inclusion

- The organization values, affirmation, and purpose statements that were drafted by staff working groups during Q2 were finalized in Q3 and presented to staff during the October townhall.
- Staff were given an opportunity to provide feedback to these versions through a cafeteria exercise, a method of engagement driven by participants to enable meaningful dialogue on topics that are important and relevant to them. The cafeteria exercise remained open for staff feedback for four weeks.
- The feedback was compiled and incorporated into the drafts in preparation for a final review by SMT and presentation to the HRGSR Committee. Please see attached slide deck as reference material.
- Additionally, Q3 saw the launch of the DE&I Training Needs Assessment (TNA), another recommendation of MNP in the DE&I strategy. The purpose of the TNA is to support our goal of ensuring an inclusive workplace with a welcoming culture free from harassment, racism, and discrimination. DE&I training allows us to not just learn from other perspectives but to improve our literacy of equity issues and more easily engage in important discussions around equity.
- A Training Needs Assessment is used to determine what kind of DE&I learning and training is optimal for an organization as it plans its employee training program. And seeking employee feedback so they can identify what kinds of learning would allow them to upskill, is considered best practice.
- The TNA survey was open for three weeks and closed at the end of Q3.
- Results of the survey are being analyzed and next steps are being developed.

## The 2022 Public Sector Salary Disclosure

- *The Public Sector Salary Disclosure Act, 1996* requires organizations that receive public funding from the Province of Ontario to make public, by March 31 each year, the names, positions, salaries, and total taxable benefits of employees paid \$100,000 or more in the previous calendar year.
- Non-profit organizations receiving \$1 million in funding, or more are required to disclose information under this Act.
- As Waterfront Toronto has received over \$1 million in funding in 2022, we are required to submit disclosure records to the Ministry of Infrastructure by the fifth business day of March each year. These records will be published on Ontario.ca as part of the PSSD Compilation.
- The full Public Sector Salary Disclosure must be submitted by March 7, 2023, and will be sent via confidential email to all Board members prior to the March 8, 2023, HRGSR meeting
- Q&A are being prepared and will be submitted to MOI.

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



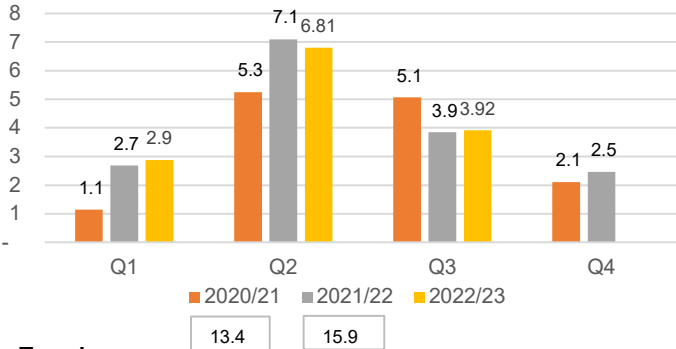
# Human Resources KPI Dashboard as of December 31, 2022 (Q3 2022/23)

Issued for HRGSR meeting on: March 8, 2023

All figures are presented by fiscal year

## Work Life Balance

### Average Vacation Days Taken Per Employee

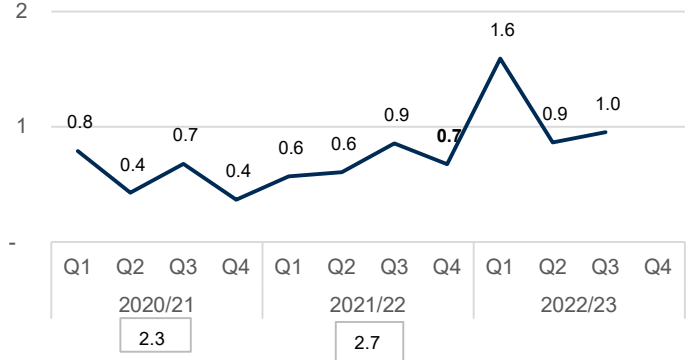


#### Trends:

In 2022/23 Q3 we saw a slight increase in average vacation days taken per employee compared to last year Q3. With a lingering pandemic and some return to normalcy, it is good to see the average number of vacation days continue to increase. Considering the last 'normal' Q3, pre-pandemic in 2019/20, had an average of four vacation days taken per employee, the data continues to point to healthy work life balance.

## Wellbeing, Commitment, and Motivation

### Average Sick Days Taken Per Employee

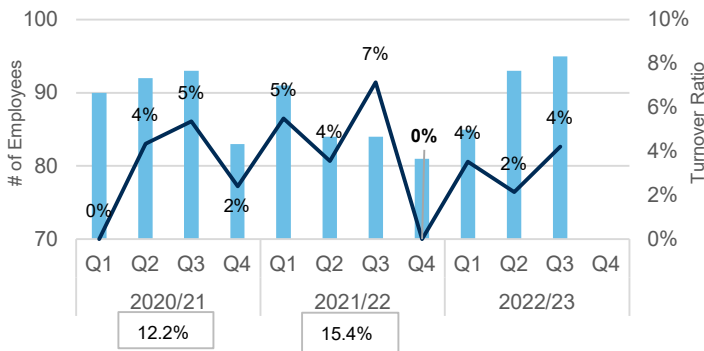


#### Trends:

2022/23 Q3 saw a very slight increase in sick days compared to last quarter and Q3 of 2021/22. Comparing Q3 of 2019/20 which was pre-pandemic and the most comparable quarter in terms of the wider environment, the average number of sick days per employee is 60% lower pointing to strong employee wellbeing, commitment and motivation.

## Satisfaction

### Voluntary Employee Turnover



#### Trends:

Employee turnover in 2022/23 Q3 is lower than turnover in 2021/22 Q3 and the lowest turnover in Q3 in the past three years. Generally seeing turnover stay on par or decrease compared to previous years, supports an overall staff satisfaction and the continual investment in our employee relations programmes.

## Development

### Learning and Development Spending and Usage



#### Trends:

2022/23 Q3 saw staff use of the learning and development program more than double from last quarter and more than quadrupled from 2021/22 Q3. Additionally, the average dollars spent per employee also increased and is the highest average spend per employee in a Q3 in the last four years. The usage increase in learning and development, points to a motivated staff complement, continuously upskilling to support high performance.



# Diversity, Equity & Inclusion Strategy

Rose Desrochers, Hannah Iland, Kristina Verner

# Summary

## Affirmation Statement & Organizational Values

## Process Summary

### Affirmation Statement & Organizational Values



## Diversity, Equity & Inclusion Strategy and Recommendations by MNP Consulting

Strategic Goal #1: Develop Explicit Statements and Clarity Around DEI at Waterfront Toronto

**Recommendation A:** Hold a Waterfront Toronto workshop to create a customized DEI AFFIRMATION STATEMENT that will live on the organization's website.

**Recommendation B:** Follow the Affirmation Exercise with the creation of Waterfront Toronto ORGANIZATIONAL VALUES. The organization 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.

Process Summary

Affirmation Statement & Organizational Values



Staff Working Groups to draft the Affirmation Statement and the Organizational Values

Working Group A: Affirmation Statement	Working Group B: Organizational Values
7 volunteer staff participants	7 volunteer staff participants
3 meetings = 3 hours	3 meetings = 3.5 hours
2 joint working group meetings = 4 hours	
Total: 14 staff, 5 meetings, and 10.5 hours	

# Final Version

## Organizational Values & Affirmation Statement

# 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.

# 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, inclusive and prosperous communities.

We deliver on important public goals that are defined in our mandate, through complex projects that increase the supply of and access to housing, expand public transit, create welcoming public spaces, support job creation and increase economic competitiveness.

# Our Values

The behaviours we believe to be 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



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

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

Our projects are innovative and resilient, set new standards and result in inspiring and inviting spaces.

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



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

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

## We act with INTEGRITY



We adhere to high ethical standards.

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

We are dedicated to achieving our goals, while supporting each other and our partners.

## 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 honour and appreciate differences in how people do their best work and embrace multiple perspectives.

# 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 society in our revitalization efforts.

We strive to work with people who are passionate, curious and innovative, providing the independence and development opportunities needed 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.

# **Closed Session**



Human Resources, Governance and Stakeholder Relations  
(HRGSR) Committee Meeting  
March 8, 2023  
Item 12 – Resolution(s) Arising from the Closed Session  
HRGSR Committee Members

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**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 November 10, 2022 be approved as tabled.

## 2023 BOARD & COMMITTEE SCHEDULE

### UPCOMING MEETINGS

S/N	Date (2023)	Board/Committee	Key Agenda Item(s) include:
1.	Thursday, February 23	FARM	• Per FARM Committee workplan
2.	Wednesday, March 8 (3:00 – 5:00p.m.)	HRGSR	• Per HRGSR Workplan
3.	Thursday, March 9	IREC	<ul style="list-style-type: none"> <li>• Quayside Update</li> <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>
4.	Monday, March 27	Board	• Reports of the IREC, FARM and HRGSR committees
5.	<b>NEW:</b> Thursday, May 18 (1:30-3:30pm)  Friday, June 9 (10a.m. – 12:00p.m.)	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>
6.	Thursday, May 25	FARM	• Per FARM Workplan
7.	Thursday, June 1	HRGSR	• Per HRGSR Workplan
8.	Monday, June 12 (1:00-4:30p.m.)	Board	<ul style="list-style-type: none"> <li>• Reports of the HRGSR, IREC, and FARM committees</li> <li>• Approve 2022/23 Annual Report</li> <li>• Approve 2022/23 audited financial statements</li> <li>• Year-end Performance Assessment for CEO and approval of compensation for 2023/24</li> </ul>
9.	Thursday, September 14	HRGSR	• Per HRGSR Work plan
10.	Thursday, September 21	FARM	• Per FARM Work plan
11.	Thursday, September 28	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>
12.	Thursday, October 12	Board	<ul style="list-style-type: none"> <li>• Report of the HRGSR, IREC, and FARM committees</li> <li>• 2024 Board and Committee Meeting Calendar</li> </ul>
13.	Thursday, November 9	HRGSR	• Per HRGSR Work plan
14.	Thursday, November 16	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>
15.	Thursday, November 23	FARM	• Per FARM Work plan
16.	Thursday, December 7	Board	<ul style="list-style-type: none"> <li>• Report of the HRGSR, IREC, and FARM committees</li> <li>• Approval of 2023/24 Corporate Plan</li> </ul>