



WATERFRONTToronto

Human Resources, Governance and Stakeholder Relations Committee

Agenda and Meeting Book

THURSDAY, JUNE 1, 2023 FROM 9:00 AM TO 11:00 AM

MICROSOFT TEAMS MEETING



WATERFRONToronto

Meeting Book - Human Resources, Governance and Stakeholder Relations Committee

Agenda - June 1, 2023 HRGSR Committee Meeting

9:00 a.m.	1. Land Acknowledgement	Information	W. Cartwright
9:05 a.m.	2. Motion to Approve Meeting Agenda	Approval	All
9:05 a.m.	3. Declaration of Conflicts of Interest	Information	All
9:05 a.m.	4. Consent Agenda		
	a) Draft Minutes of the Open Session March 8, 2023 HRGSR Committee Meeting - 4	Approval	All
	b) Environmental, Social and Governance (ESG) Update - 7	Information	A. Pojasok
9:10 a.m.	5. Human Resources Report	Information	R. Desrochers
	Coversheet - 9		
	Report - 10		
	HR KPIs - 14		
	Appendix A - Org Chart as of March 31, 2023 - 15		
9:20 a.m.	6. Staff Performance Review for 2022/23	Information	G. Zegarac
	Coversheet - 16		
	Report - 17		
9:30 a.m.	7. Communications and Events Calendar	Information	C. MacKay
	Coversheet - 22		
	Presentation - 25		
9:40 a.m.	8. Motion to go into Closed Session	Approval	W. Cartwright

Closed Session Agenda

The Committee will discuss items 9, 10, 11 and 12 being consideration of the minutes of the Closed Session March 8, 2023 HRGSR Committee meeting, Year-end Performance Assessment for Executives, Recruitment and Year-end Performance Assessment for the CEO respectively, in a closed session as permitted by By-Law No. 2 of the Corporation. The exception relied on for the discussion for item 9 in the closed session is provided in the Minutes of the Open Session of the March 8, 2023 HRGSR Committee meeting contained in item 4(a) of this

agenda, for items 10, 11 and 12 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 - 29

10:20 a.m.	13. Motion to go into Open Session	Approval	All
	Public Session Agenda		
10:20 a.m.	14. Resolution(s) Arising from the Closed Session (if any)	Approval	W. Cartwright
	Form - 30		
10:25 a.m.	15. Motion to Terminate the Meeting	Approval	W. Cartwright
FYI	HRGSR Committee Workplan	Information	All
	HRGSR Committee Meeting Calendar and Workplan - 31		
FYI	Next Meeting: Thursday, September 14, 2023	Information	All
	Upcoming Board & Committee Meeting Schedule - 33		

**MINUTES of the Open Session of the Meeting of the
Human Resources, Governance and Stakeholder Relations Committee of
Toronto Waterfront Revitalization Corporation
Via Microsoft Teams Teleconference
Wednesday, March 8, 2023 at 3:00 p.m. local time**

PRESENT: Wende Cartwright (Chair)
Rahul Bhardwaj
Paul Khawaja
Councillor Ausma Malik

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)
Liv Bautista (Legal Counsel)
Charmaine Miller (Executive Assistant to the CEO & Board Administrator)

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

- Jack Winberg, Jeanhy Shim, Leslie Woo, Drew Fagan Directors, Waterfront Toronto
- Vania Georgieva, Sarah Khan, Iswariya Tirunagaru, Infrastructure Canada
- John-James Stranz, Bill Raymond, Ontario Ministry of Infrastructure
- Jay Paleja, Waterfront Secretariat, City of Toronto
- Tom Davidson, Office of Councillor Ausma Malik
- Heather Wilkinson, H. Wilkinson Consulting

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 3:05 p.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

The Committee Chair noted that there would be a change in the order with the directors only session (item 10) being done at the conclusion of the meeting (item 13) rather than at the end of the closed session.

ON MOTION duly made by Rahul Bhardwaj, and seconded by Paul Khawaja and carried, it was **RESOLVED** that the Agenda, as revised, 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 November 10, 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 November 10, 2022 be approved, as tabled.

b) Environmental, Social and Governance (ESG) update

Lisa Taylor, CFO, spoke to the ESG update report and indicated that WT's Director, Innovation and Sustainability would be presenting a report on WT's Climate Action Plan at the board meeting of March 27, 2023.

5. Human Resources Report

Rose Desrochers, VP, Human Resources & Administration presented 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, Talent and Succession Management, Organizational Effectiveness, Learning and Development, Performance Evaluation, Rewards and Recognition, Diversity, Equity and Inclusion and the 2022 Public Sector Salary Disclosure. 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. 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 7, 8, 9 and 10. The exception to the Open Meeting Law relied on to continue the discussion of item 7 is provided in the minutes of the Open Session of the November 10, 2022 HRGSR Committee meeting contained under item 4(a) of this agenda, for item 8 is Section 6.1(1)(g), and for items 9 & 10 is Section 6.1(1)(b). The meeting continued in Closed Session.

7. Consent Agenda

Draft Minutes of the Closed Session of November 10, 2022 HRGSR Committee meeting

8. **Consideration of Board and Committee Effectiveness Survey**
9. **Third-party Salary Benchmarking Review (Directors, CEO & VP Human Resources Only)**
10. **Directors Only Discussion**
11. **Motion to go into Open Session**

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

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

ON MOTION duly made by Rahul Bhardwaj, seconded by Paul Khawaja and carried, it was **RESOLVED** that the Minutes of the Closed Session of the HRGSR Committee meeting held on November 10, 2022 be approved as tabled.

13. **Termination of the Meeting**




There being no further business, **ON MOTION** duly made by Rahul Bhardwaj, seconded by Paul Khawaja and carried, it was **RESOLVED** that the meeting be terminated at 4:13 p.m. local time.





Committee Chair

Secretary of the Meeting

Human Resources, Governance and Stakeholder Relations (HRGSR)
Committee Meeting
June 1, 2023
Item 4b Environmental, Social, and Governance (ESG) Update
Anton Pojasok

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

Topic	Q4 2022/23 Update	Oversight
Governance	Regular ESG Updates to Board <ul style="list-style-type: none"> • First annual Climate Action Plan update provided to Board March 27, 2023 (also to all-staff Townhall April 25, 2023). • Quarterly “ESG Update” standing agenda item for Board and Committees effective June 2022. 	Board
Environment SDGs supported: <div style="display: flex; flex-direction: column; gap: 5px;">    </div>	Climate Action Plan (CAP) Following recommendations from the 2022 Task Force on Climate-related Financial Disclosures (TCFD) assessment by PwC, including adoption of TCFD in WT’s Integrated Annual Report starting 2022, continue to implement 5-year strategy for CAP, focused on: <ol style="list-style-type: none"> 1. Exploring net-zero target: measuring scope 1-3 greenhouse gas (GHG) emissions and researching pathways to net-zero. 2. Low carbon procurement: incorporating low carbon requirements in WT’s procurement processes. 3. Stakeholder engagement: networking with net-zero WT stakeholders and industry leaders; building internal awareness of CAP. 4. Establishing governance: achieved via regular CAP updates to senior management and the Board. 	Board/ FARM
Environment & Social	ESG Materiality Assessment <ul style="list-style-type: none"> • Refreshed materiality assessment (previous assessment: March 2020) to identify priority ESG topics for reporting based on importance to WT’s stakeholders and WT’s ability to impact. 255 internal and external respondents participated. • 2023 materiality assessment results will be published in the 2022/23 Integrated Annual Report. 	HRGSR
	Quayside <ul style="list-style-type: none"> • Working 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. 	IREC
Social	Diversity, Equity & Inclusion (DE&I) Strategy <ul style="list-style-type: none"> • Implementation of DE&I Strategy recommendations from MNP remain underway (4/12 recommendations completed to date). 	HRGSR

<p>SDGs supported:</p>    	<ul style="list-style-type: none"> • Adopted a DE&I affirmation statement, WT purpose statement and organizational values in support of a people-first DE&I strategy, to be published in the 2022/23 IAR. • Completed staff training needs assessment to shape future continuous learning offers around DE&I. 	
	<p>Accessibility Strategy</p> <ul style="list-style-type: none"> • 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. 	Board
	<p>Public Art</p> <ul style="list-style-type: none"> • Selected 2023 Artist in Residence, Simon Pope, whose work prompts the local community to understand in new ways their relationships to each other and to the places where we live. • Design development and community engagement underway for Indigenous permanent public artwork at the King/Queen Triangle in the West Don Lands. 	Board
	<p>Ongoing Engagement with Indigenous Treaty Holders</p> <ul style="list-style-type: none"> • Continued engagement with the Mississaugas of the Credit First Nation (MCFN) and Indigenous advisors to inform project plans and delivery approaches, including for Quayside, the Waterfront East LRT Project, and PLFP. • Six Requests for Proposal (RFP) released in 2022/23 for Indigenous art at various sites across the waterfront. 	Board



Human Resources, Governance and Stakeholder Relations
June 1, 2023
Item 5 – Human Resources Update
R. Desrochers

Purpose	For Committee Information.
Areas of note / Key issues	<p>The Human Resources (HR) report provides a general overview of Q4: January 1, 2023, to March 31, 2023, touching upon some of the following elements that are core to our HR practices: KPIs, Recruitment, Organizational Effectiveness, Talent and Succession Management, Learning and Development, Performance Management, Rewards and Recognition, Diversity, Equity and Inclusion.</p> <p>Some key areas to note in the report are:</p> <p>HR KPIs – Our HR KPIs have been updated for Q4 and are presented in a dashboard reflecting employee: i) Work Life Balance, ii) Wellbeing, Commitment & Motivation, iii) Satisfaction and iv) Development.</p> <p>Recruitment, Talent & Succession Management Corporate wide efforts to improve total rewards and target recruitment have had clear results on retention and recruitment. As a result, we have onboarded 27 new employees in this fiscal year and had the lowest annual turnover rate of 10.6% in the last three years.</p> <p>Additionally, we continue to implement recommendations made by MNP’s Resource and Succession Planning Review report.</p> <p>Organization Effectiveness – Hybrid work environment continues with staff in office five days over ten days. The T3 Corporate Culture Committee was launched by staff to prepare for the move to T3 Bayside and examine office culture in a hybrid environment.</p> <p>Health & Wellbeing – This quarter, we offered a webinar for all staff titled “Self-Care Tool Kit”. The session focused on learning about the different dimensions of wellbeing.</p> <p>Diversity, Equity & Inclusion – The organization values and affirmation, and purpose statement drafts, which were prepared by staff working groups, were presented to the board and are now final. The DE&I Training Needs Assessment results were analyzed, and potential training vendors were contacted to focus on training delivery.</p>
Next Steps	The next HR Update will be provided in Q2 of 2023/2024, reflecting on Q1 (April 1 to June 30, 2023).



Human Resources, Governance and Stakeholder Relations Committee Meeting June 1, 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 Q4 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 March 31, 2023, the Corporation's total approved position count was 112, distributed as follows:
 - 94 fulltime positions – 82 filled FTE positions and 12 of the positions were vacant. Recruitment for 4 of those vacant positions was in progress.
 - 18 contract positions – 10 filled contract positions and 8 were vacant. Recruitment for 1 of those vacant positions was in progress.

Please see Appendix A for the organization chart corresponding to the position count.

- 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 been tracking application sources for a year now to better understand our outreach and make improvements. We will continue this work as part of our review and revision of critical business processes to ensure they are consistent with DE&I best practices and free of bias and inequity.
- 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, all were full time permanent positions.
- Overall, for the fiscal year, we onboarded 27 new employees.
- We facilitated two employee exits during the quarter. Of those exits, none were voluntary which resulted in a voluntary turnover rate this quarter of 0%. When compared to Q4 of last fiscal year the rate is equal. We are pleased to see our turnover rate remain low.
- Overall, for the fiscal year we had 17 total exits of which 9 were voluntary, 3 non voluntary, and 5 end of contract. 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 factors made sourcing top talent particularly challenging during previous quarters.
- As a result, during Q3 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.
- During Q4, we were able to implement the recommendations to salary adjustments allowing for added competitive edge, particularly with hot skill positions, in the already employee favoured labour market. The recommendations also served to support employee retention.
- During Q4, we launched numerous recommendations identified in MNP's Resource and Succession Planning Review to enhance our strategies. Documentation of Waterfront Toronto's Workforce Planning Strategy and Framework, and Contract Review processes were completed.
- Additionally, the corporate wide update of all job descriptions was launched in Q4 and major progress has been made across all departments to review and update every job description at Waterfront Toronto.
- A variation of a formal succession plan was created with the CEO and presented to this Committee in Q3 for the senior management team positions that included approximate retirement dates. We will continue to update a formal succession plan for all senior management team positions and other key positions below that level and provide updates as required.

Organizational Effectiveness

- We are continuing with the hybrid work environment, with staff in office five days over a ten-day period at minimum.
- We also continue to use Robin as the desk reservation system to support this hybrid work environment.
- 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. This module is expected to create efficiencies

both within the HR department and for all staff. A targeted rollout with training is now rescheduled for the 2023/24 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.
- In preparation of our office move at the end of 2023 to T3 Bayside, we continue to support the office clean-up project, participate in discussions regarding our office relocation, and provide updates at staff townhalls and an opportunity for staff to provide their feedback on common spaces and furnishings. Additionally, staff launched the T3 Corporate Culture Committee (T3C3), a committee made up of staff from all teams, to discuss the shift to a hybrid work model and the opportunity to further cultivate the benefits of our in-office days with a forward-thinking office culture and intentionality in how we shape the workspace.

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. We are continuing to see the average number of employees accessing the program remain constant quarter over quarter and increase from last year.
- In Q4, the average spending amount per employee using the program was \$633.53, while the annual spend per employee using the program was \$723.38. The number of employees accessing the program in Q4 increased from last Q4 (2021/22) and more than quadrupled from 2020/21 Q4. This year, the corporation had 65 employees access the program (out of an average of 92 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.
- 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 'Self Care Tool Kit' and was an optional offering to support staff to reflect on self-care and learn about the different dimensions of wellbeing, develop self-care strategies, implement self-care tools, and set up a plan of action. Sixty staff attended the optional webinar. The feedback received from those who participated in the post webinar survey was very positive. Most respondents (83.4%) agreed or strongly agreed the content met expectations and was relevant to their needs.

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 3 – Final Review of our PFS process for fiscal year 2022/23 was completed and results will be reported during the meeting.

Rewards & Recognition

- In May 2014, we created a service awards program as part of rewards and recognition. Since the program started, we have recognized a great number of staff through presentations at staff townhalls.
- For the 2022/23 fiscal year, 3 staff with fifteen years of service, 2 staff with ten years of service and 3 with five years of service were recognized. Since inception to March 31, 2023, we have recognized a total of 113 employees with service awards.
- Our Social Committee is now in its fourth quarter of activity. We have seen excellent staff participation at numerous in person and online activities organized by Social Committee members. During Q4, the committee launched the monthly birthday celebrations, inviting all staff for cake and refreshments to celebrate their colleagues born in the month. The monthly gathering has been well received as an opportunity to socialize and get to better know our colleagues.

Diversity, Equity & Inclusion

- The organization values and affirmation statements that were finalized by all staff during Q3 were presented to the board in Q4. These versions will be incorporated in our on-boarding material for new staff and shared on our corporate website.
- A Training Needs Assessment (TNA) that is used to determine what kind of DE&I learning and training is optimal for an organization as it plans its employee training program was another recommendation of MNP in our DE&I strategy. We launched and closed our TNA survey in Q3.
- In Q4 we saw the results of the DE&I TNA analyzed and presented to staff at the February 2023 town hall. 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.
- The results of the survey provided insights from staff as to specific learning and development needs and learning capacity parameters. Training facilitators on the provincial vendor of record were contacted as part of next steps and we are planning to host training sessions during Q3 of 2023/24.

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

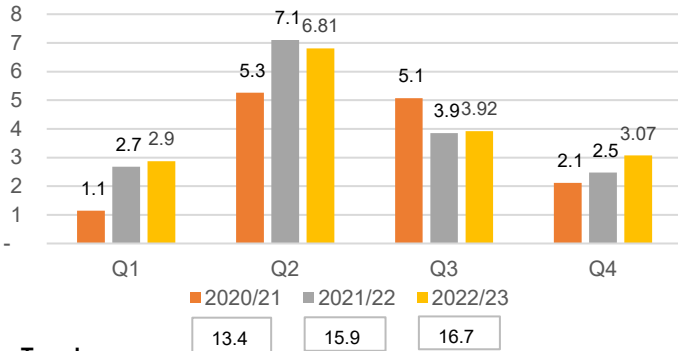
Human Resources KPI Dashboard as of March 31, 2023 (Q4 2022/23)

Issued for HRGSR meeting on: June 1, 2023

All figures are presented by fiscal year

Work Life Balance

Average Vacation Days Taken Per Employee



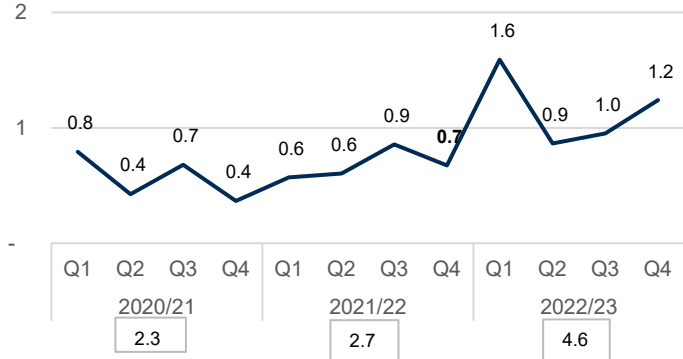
Trends:

In 2022/23 Q4, we saw an increase in average vacation days taken per employee compared to last year Q4. With social restraints of the pandemic lifting and a return to normalcy, it is good to see the average number of vacation days increase year over year. The data continues to point to healthy work life balance with an increased vacation day average per employee.

Overall, FY vacation day average is higher than the last two years. As noted above, the increase is likely due to the lifting of global pandemic related restrictions as well as high vacation balances due to carry overs from previous years.

Wellbeing, Commitment, and Motivation

Average Sick Days Taken Per Employee



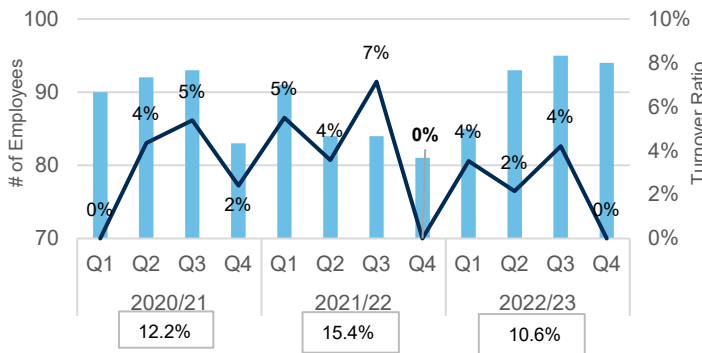
Trends:

In 2022/23 Q4 saw an increase in sick days compared to last quarter and Q4 of 2021/22, due in part to a leave of absence. Despite the increase, 2022/23 Q4 is still lower than Q4 2019/20, which was pre-pandemic, the most comparable quarter in terms of the wider environment.

Overall, a slight increase in sick day use this FY could be influenced by the return to the workplace, the reopening of schools and daycare, increased travel, as well as anxiety or other mental health issues related to returning to the workplace.

Satisfaction

Voluntary Employee Turnover



Trends:

In 2022/23 Q4, Waterfront Toronto experienced zero voluntary employee turnover, which is on par with turnover in 2021/22 Q4 and a generally low turnover rate within the corporation.

Given average turnover rates experienced in the employment market, Waterfront Toronto continues to demonstrate exceptionally low turnover rates, supporting our ability to retain staff through strong total rewards and overall staff satisfaction.

Overall, we are happy to see our combined corporate efforts contribute to the downward turnover trend during 2022/23.

Development

Learning and Development Spending and Usage



Trends:

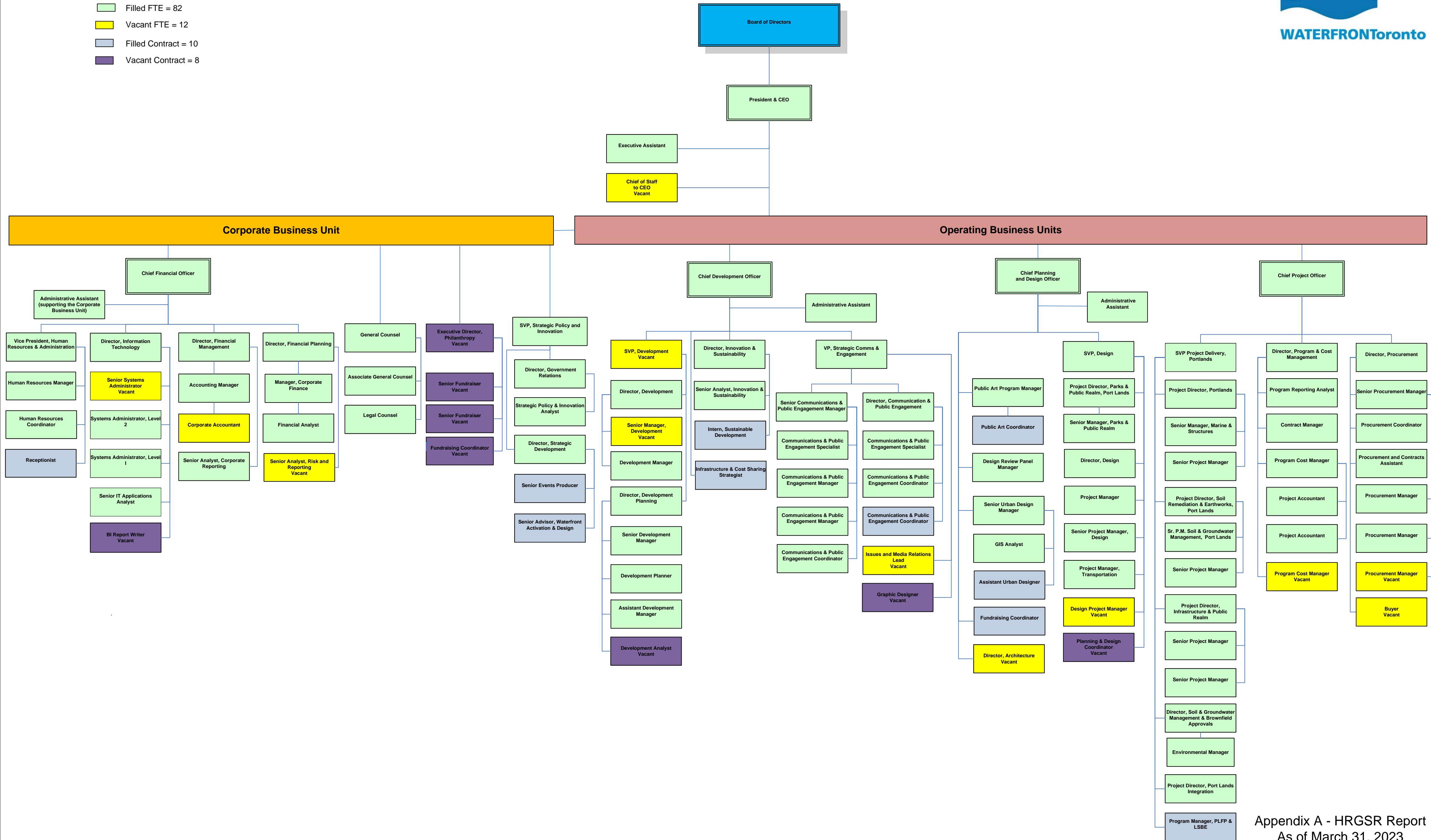
In 2022/23 Q4, we saw one of the highest participation rates in the learning and development program and the highest spend in a Q4 in the last three years. Additionally, the average per employee spend participating in L&D remains comparable with previous Q4s pointing to steady engagement.

Overall we have seen an increase from last fiscal year on corporate spending on learning and development, average spend per employee and total number of employees accessing the program.

This FY also has the highest annual spend in the last three years pointing to strong staff engagement in continuous learning and development.

Legend

- Filled FTE = 82
- Vacant FTE = 12
- Filled Contract = 10
- Vacant Contract = 8





Human Resources, Governance and Stakeholder Relations
June 1, 2023
Item 6 – Staff Performance Review for 2022/2023
G. Zegarac

Purpose	For Committee Information
Areas of note/ Key issues	<p>The Staff Performance Review for 2022/23 consists of a report highlighting some of WT’s accomplishments this year which serves as base for setting compensation adjustments for the upcoming year.</p> <p>The following is a summary of the 2022/23 Planning for Success (PFS) rating results for all 63 eligible staff below the CEO:</p> <ul style="list-style-type: none"> • Exceeds Expectations (EE) Rating – 8 staff = (12.7%) • Achieved Expectations Plus (AEP) Rating – 27 staff = (42.9%) • Achieved All Expectations (AAE) Rating – 27 staff = (42.9%) • Achieved Some Expectations (ASE) Rating – 0 staff = (0%) • Expectations Not Achieved (ENA) Rating – 1 staff = (1.5%) <p>Through the pre-established P4P program, all employees who meet performance expectations, have an opportunity to receive an adjustment to salary based on his/her performance rating (the PFS process) which allows employees to progress through their salary grade range, based on individual performance. Any compensation to the non-executive employees is consistent with our compensation structure and objectives.</p> <p>We will go through my recommendations and our third-party compensation review in our closed session.</p>
Next Steps	Staff Salary Adjustments for 2023/24 will be provided in Q2 of 2024

SUMMARY OF BASE COMPENSATION ADJUSTMENTS

The year 2022/23 was another busy and productive year as every department worked to deliver the corporation's mandate and legislated objects of the corporation.

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

Key Accomplishments

1. Completed the largest development agreement led by WT resulting in an executed project agreement negotiated during one of the most challenging economic times in a generation; all of WT's policy objectives were achieved.
2. Continue to deliver one of the largest infrastructure projects in North America with completion still scheduled for end of 2024. Managed a relatively small budget pressure which is expected to be addressed/approved by all three levels of government by the June Board meeting.
3. 61% increase in media mentions over previous year with broad, uniformly favourable coverage of WT projects (Quayside, PLFP, Marine Strategy, Lassonde Art Trail, etc. Positive public sentiment and strengthened corporate brand with no protests.
4. Acknowledged sector-leading Strategic Plans and Annual Reports, underspent corporate budget with excellent reviews by auditors and noted as a model when dealing with Indigenous Communities.
5. Continue to deliver excellent Public Realm such as Love Park which will formally open June 23rd.

Other accomplishments:

- The completion of the Villiers Island Due Diligence Report in May 2022 provided a foundational analysis needed to advance Villiers revitalization across key streams, including: Undertaking a detailed density and massing optimization study in order to respond to Council direction to increase housing in the Port Lands. Analysis will inform the Business and Implementation Plan for Council approval; A full review of sustainability measures to achieve the Villiers Island climate positive goals, including working with Enwave on plans for an innovative deep geothermal network to serve Villiers and the surrounding area.
- The City of Toronto selected Waterfront Toronto to manage the implementation of the Broadview Eastern Flood Protection (BEFP) project, following on our successful completion of the BEFP Environmental Assessment in June 2021. Management has negotiated new funding agreements with the City and have engaged the consulting and construction teams required to carry out the project.
- Several projects were substantially completed in 2022/2023 including the East Bayfront Aquabella childcare and in-water pipe projects, Love Park and the Cherry Street Stormwater Treatment Facility commissioning.

- Staff worked closely with the developer of Bayside (Hines/Tridel) on a number of projects including the completion of a 62-space childcare center to be owned by the City and operated by Woodgreen, the continued construction of T3 Bayside mass timber office building, the future home of Waterfront Toronto and the reduction of Waterfront Toronto's environmental obligations under the Bayside Project Agreement.
- There were 845 stories published and media coverage was overwhelmingly positive across local, national, and international outlets (e.g. Toronto Star, CTV Vancouver and Bloomberg). More than half of the Senior Management Team were featured.
- WT presence at 19 events across the GTA, 8 boat tours of the inner harbour resulting in 2,700 face-to-face interactions, 49% outside of the Designated Waterfront Area and 155,000 views of branded installations.
- Issued an Indigenous Placemaking RFP for PLFP to create a comprehensive approach to Indigenous Inclusion throughout the public spaces in PLFP project, including engagement with Indigenous communities.
- Produced design optimization options for Quayside Public Realm to address cost escalations. Initial 10% and 30% design milestones were met as scheduled.
- Completed all design milestones necessary for Council report on Waterfront East LRT to ask for additional funds to continue the project. Developed a better solution for the Villiers Turn-Around Loop to reduce costs and enhance development value in Villier's Island.
- Working with HRGSR committee – created the annual Board Effectiveness Survey.
- Worked with the City Manager's Office to submit the Keating Channel Pedestrian Bridge for consideration to the Active Transportation Fund, which received \$9M in funding from Infrastructure Canada.
- Assisted Reikai Centers in advancing the 348-bed Long Term Care facility that will also house an outpatient dialysis centre, urgent care for seniors and outreach programs for the community.
- Oversaw the successful completion of the first year of the Marine Coordination Committee operation, including a first-ever meeting of the Senior Leadership team to align priorities for the harbour. strengthened WT's relationships with PortsTO, Harbourfront Centre, and CreateTO.
- Completed ambitious temporary art program, secured approval for the Keating West and Villier's Public Art Master Plan from the Toronto Public Art Commission.
- Delivered the first-ever Design Review Panel Design Excellence Awards, which recognize outstanding contributions to the waterfront by our design consultants and development partners. Issued first-ever Design Review Panel Biennial Report to reinforce the value-add of the Panel.
- Successfully hosted the first event under the Interim Use and Events Strategy – Smorgasburg – attracting nearly 150K people to the waterfront over 8 Saturdays, supporting over 80 small independent businesses from around the GTA.

- Formed an Accessibility Advisory Committee and produced recommendations for a comprehensive set of policies regarding accessibility in all of our projects. Adoption of policies and start of implementation is expected this year.
- Secured a position on the 416/Toronto Caucus agenda working with the Chair (MP MacKay) to generate support for the next phase of waterfront revitalization - October 2022.
- Minister LeBlanc briefing and meeting in December 2022. The Minister acknowledged need for a mandate extension and corresponding funding. Briefed Prime Minister's office staff on next phase of revitalization with a view to advancing intergovernmental discussions on funding.
- Finalized Indigenous Centre Feasibility Study RFP to generate quotes from firms to undertake studies to apply to Heritage Canada for study funding.
- Negotiated project agreement language as it related to MCFN cooperative contracting language between QILP, MCFN and WT.
- Staff returned to the office in stages in 2022/23 as the Covid-19 pandemic became endemic. In the course of confirming the nature of our return to the office (hybrid), management completed the search for new office premises with the imminent termination of our lease at 20 Bay Street in 2023. Once the business case for the new premises was completed and approved by the Board of Directors, management proceeded to engage the consultants and contractors required to design and fit out the new space. Occupancy of the new offices is forecast to occur on January 1, 2024.
- Negotiated a revised agreement to ensure Quayside benefitted from the Intelligent Community network provisions and worked with Beanfield to provide complimentary network access to AKIN Art Collective at 200QQE.
- Secured FARM and Board approval of the WT Line of Credit Strategy and \$90M Line of Credit terms which were highly competitive (prime less 1%).
- Engaged HST tax expert (KPMG) to help develop an effective commodity tax strategy for PLFP which resulted in a claim of at least \$6.2M of additional recoveries to date.
- Established a Corporate-level Capital Reserve account, funded to \$10M by March 31, 2023, exceeding the plan amount.
- Secured comprehensive corporate insurance coverage, including Directors and Officers, for fiscal 2023/24 in collaboration with WT's insurance broker, maintaining coverages in an increasingly competitive insurance market, keeping the premium increase to 3% despite increases in cyber, crime and CGL.
- Executed the Fundraising MOU with the City of Toronto.
- Supported the completion of a comprehensive contribution agreement compliance audit of the PLFP project by Infrastructure Canada, which resulted in two minor findings.
- Negotiated and executed lease agreement for T3 with Hines.
- Continued with staff awareness training re: cyber threats via mandatory security training as well as via phishing campaigns with a 94% pass rate.

- The implementation of new HR module in D365 to allow staff to manage absences and career management activities and automate parts of the onboarding program was substantially completed and expected to be rolled out to all staff including training as “Employee Self-Serve” by spring 2023.
- Completed two internal audits on the ERP Lessons Learned and Procurement Workflows review in accordance with FARM-approved internal audit plan.
- Completed 27 new hires up from 16 new hires last year; 12 staff exits (9 voluntary and 3 non-voluntary). Reduced staff turnover to 10.6% compared to 15.6% last year (calculated on voluntary exits).
- Completed a third-party salary benchmarking review and implemented recommendations resulting in current salary ranges being competitive, unique skills being compensated fairly when compared to their market sector and that positions are graded properly and are in line with market.
- The construction manager for Quayside was retained in Q1 2022/23. The 30% design stage gate was achieved by the Quayside infrastructure consultants in Q4 2022/23. Quayside infrastructure construction is forecast to commence in Q3 2022/23.
- Collaborated with George Brown College on its new mass timber building (Limberlost Place) at Dockside that will be the home of the Tall Wood Institute, Architectural Studies and Computer Technology faculties as well as a 72-space childcare centre. Limberlost Place was recently the recipient of the Royal Architecture Institute of Canada’s 2023 Research and Innovation Award.
- Completed Integrated Annual Report *Coming Together on the Waterfront* and incorporated enhanced ESG reporting, including WT’s inaugural Taskforce on Climate Financial Disclosures.
- Completed Rolling Five Year Strategic Plan 2023/24 – 2027/28 with theme *Built for This*, including 2023/24 Corporate Plan, performance measure targets, key aspects of fundraising action plan as well as increased focus on Diversity, Equity and Inclusion in December 2022.
- Generated 8,503 media references (i.e. radio, tv, print, online) to Waterfront Toronto and its initiatives; this is a 61% increase over 2021-2022 performance.
- Favourable report released December 2022 by the Ontario Auditor General which recognized “fully implemented” status of all six of the action items for WT in the April 2021 recommendations of Standing Committee on Public Accounts.
- Successfully implemented four key recommendation on our Diversity, Equity and Inclusion (DE&I) strategy, namely: the completion of WT’s first-ever workforce demographic survey that achieved a 90% staff participation rate; the creation of WT’s first Affirmation Statement that reflects why DE&I matters to WT as well as organizational core values that represent the behaviours we believe to be most important; and the completion of DE&I training needs assessment to support our goal of ensuring an inclusive workplace.

Planning for Success

A conscious deferral or delay in hiring some positions has resulted in heavier workloads. These results happened because of extraordinary staff commitment and exceptional performance.

I am pleased to provide my performance rating recommendations to recognize the exceptional efforts that our Team has accomplished in 2022/23.

The following is a summary of the 2022/23 PFS rating results for staff eligible as of March 31, 2023:

63 Staff below the CEO:







- Exceeds Expectations (EE) Rating - 8 staff = (12.7%)
- Achieved Expectations Plus (AEP) Rating – 27 staff = (42.9%)
- Achieved All Expectations (AAE) Rating – 27 staff = (42.9%)
- Achieved Some Expectations (ASE) Rating – 0 staff = (0%)
- Expectations Not Achieved (ENA) Rating – 1 staff = (1.5%)

For comparison purposes, the results for 2021/22 for the 62 staff eligible below the CEO were:

- Exceeds Expectations (EE) Rating - 14 staff = (22.6%)
- Achieved Expectations Plus (AEP) Rating – 21 staff = (33.9%)
- Achieved All Expectations (AAE) Rating – 26 staff = (41.9%)
- Achieved Some Expectations (ASE) Rating – 1 staff = (1.6%)
- Expectations Not Achieved (ENA) Rating – 0 staff = (0%)

Through the pre-established P4P program, all employees who meet performance expectations, have an opportunity to receive an adjustment to salary based on his/her performance rating (the PFS process) which allows employees to progress through their salary grade range, based on individual performance. Any compensation to the non-executive employees is consistent with our compensation structure and objectives.

We will go through my recommendations and our third-party compensation review in our closed session.

<p>Purpose</p>	<p>For information</p>
<p>Areas of note/ Key issues</p>	<p>On April 24, 2023, directors were emailed with details about upcoming project milestones. Since then, several events have been completed, and dates confirmed for many upcoming events should directors wish to participate.</p> <div data-bbox="594 604 1373 1801" style="border: 1px solid black; padding: 10px;"> <h2 style="text-align: center;">Spring Into Summer</h2> <h3 style="text-align: center;">May-June events</h3>  <p>We're kicking off a series of events starting in July. These events give us the opportunity to hear what's on peoples' minds with respect to their waterfront and, importantly, make our work and accomplishments more visible to the public. We hope you join us in person.</p> <div style="display: flex; justify-content: space-around;"> <div style="width: 45%;"> <p>✓ Eastern Waterfront Open House</p> <p>This public consultation will give the public a chance to learn more about the Quayside development, Quayside public realm, Waterfront East Light Rail Transit and Destination Play.</p> <p>Join us at the Waterfront Innovation Centre for the opening event on May 11 at 6 p.m.</p> <p style="text-align: center;">May 11 – 18, 2023 Waterfront Innovation Centre MaRS Nexus (second floor)</p>  </div> <div style="width: 45%;"> <p>✓ Value of Play Panel</p> <p>A panel discussion and public forum on the value of play. Explore the design team's working model and provide feedback as we prepare to start detailed design for an aspirational play area like no other in Canada.</p> <p style="text-align: center;">May 12, 2023 Waterfront Innovation Centre MaRS Nexus (second floor)</p>  </div> </div> <div style="display: flex; justify-content: space-around; margin-top: 20px;"> <div style="width: 45%;"> <p>Love Park Opening</p> <p>Love Park, a spectacular new park by the City of Toronto and Waterfront Toronto, opens on June 23. Come enjoy the new green space as we celebrate the beginning of summer with live music, guest speakers and fun family-friendly activities. Plus, bring your pets and try Love Park's new off-leash area.</p> <p style="text-align: center;">June 23, 2023 Love Park</p>  </div> <div style="width: 45%;"> <p>Upcoming Events</p> <p>Watch for details on these upcoming events:</p> <ul style="list-style-type: none"> • Luminato Festival – June 7-18 • Villiers Island Density – June 19 • Smorgasburg – June 24 – September 9  </div> </div> <div style="text-align: right; margin-top: 20px;">  </div> </div>

Completed and upcoming events are:

Completed:

- Janes Walk—WT staff, Waterfront BIA and U of T School of Cities lead two 1-hour boat tours of the inner harbour to highlight work in eastern waterfront and PLFP
- East waterfront open house—held at the Waterfront Innovation Centre (WIC) from May 11-18th, attracted ~150 on opening night alone.
- Value of Play panel—moderated by Joe Cressy, attracted ~60 participants who listened to thought leaders discuss the need for the kind of adventure play that will be offered when the first-in-Canada Destination Play park is funded and built. The 5 x 14 model of the park was a showstopper.
- Urban Land Institute (ULI) Spring Conference attracts about 3,000 people from around the world. WT led 7 tours including stop at the WIC open house which was reportedly one of the best received tours.
- Doors Open Toronto (May 27) offered visitors a birds-eye view of the 200-hectare construction site from the Port Lands viewing platform

Upcoming:

Luminato—June 11 at 6:00 pm, *Walk with Amal: Waterfront*, Music Garden, 479 Queens Quay W

Love Park opening—June 23

- Remarks start at 1pm from the Deputy Mayor, local Councillor, WT Chair and a welcoming from an Indigenous Elder.
- Civil wedding ceremonies—play on Love Park—will be held
- Activities and entertainment include live music, caricature artists, face painting for kids and a scavenger hunt of the bronze animals placed throughout the park, as well as free snacks and refreshments
- Waterfront Toronto pop up tent
- Destination Playground model on display in the building lobby next to the park

Villiers Island Density Virtual Consultation—June 19

- In collaboration with the City of Toronto and CreateTO
- Presentations on approaches to increase density by at least 30%
- Participants will provide input on the guiding principles from 2017 precinct plan that continue to drive our approach to built form on Villiers Island

	Smorgasburg—starts June 24 and runs each Saturday until September 9 th at Captain John's Pier, 7 Queens Quay East, at the foot of Yonge Street from 11am to 6pm.
Resolution/ Next Steps	Directors will be notified when tentative event dates are confirmed, or event dates are changed.

June 1, 2023

Communications & Events

HRGSR Committee



Open House – May 11 – 18th

150 at opening night

Presentations on LRT, Quayside, Destination Play

Daily drop-in hours throughout the week



Value of Play Panel – May 12th

Panelists:

Peter Heuken- Playground Designer; Amanda O'Rourke, Executive Director, 880 Cities;
Matthew Urbanski, Landscape Architect, MVVA;
Jay Pitter, Pitter Placemaking

Forecast is calling for a busy summer

- ✓ East Bayfront Open House
- ✓ ULI Spring Meeting

- Love Park – June 23
- Smorgasburg – June 24

- Legacy Art Park – Sept 17*
- Redpath Waterfront Festival – Sept 16 -17

MAY



JUNE



JULY



AUGUST



SEPT

- ✓ Janes Walk
- ✓ Doors Open

- PLFP Science Fair – June 3
- Villiers Island Density - June 19

Summer Pop-up Series

* Timing TBC

Closed Session

Item 9 Draft Minutes of the Closed Session March 8, 2023 Meeting

ON MOTION duly made by [●] and seconded by [●] and carried, be it **RESOLVED** that the Minutes of the Closed Session of the HRGSR Committee meeting held on March 8, 2023 be approved as tabled.

Item 11 Recruitment

ON MOTION duly made by [●] and seconded by [●], and carried, be it **RESOLVED** that the HRGSR Committee recommends that the Board of Directors of the Corporation approve the recruitment proposed by the CEO at the meeting.



September 2022 – September 2023 HRGSR COMMITTEE MEETING CALENDAR & WORKPLAN

Abbreviation:

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

**Committee
Composition**

HRGSR

1. Wende Cartwright (Chair)
2. Rahul Bhardwaj
3. Paul Khawaja
4. Councillor Ausma Malik

Statutory & Public Holidays

2022

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

2023

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

Other Holidays and Events

2022

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

2023

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

*Note: Unless otherwise agreed:

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

S/N	Date	Key Agenda Item(s) include:
1.	Thursday, Sept 15, 2022	<ol style="list-style-type: none"> 1. HR Report 2. Environmental, Social & Governance (ESG) Update 3. Work Plan for next year 4. Board and committee meeting dates 5. Consideration of Governance Documents (incl. committee mandates)
2.	Thursday, Nov 10, 2022	<ol style="list-style-type: none"> 1. HR Report 2. DEI Report Update 3. Succession Planning Update 4. Environmental, Social & Governance (ESG) Update 5. HR Practices and Policies Review 6. Stakeholder Relations Report
3.	Thursday, March 2, 2023 Wednesday, March 8, 2023 3:00-5:00pm	<ol style="list-style-type: none"> 1. HR Report 2. Consideration of HRGSR Committee Effectiveness 3. Environmental, Social & Governance (ESG) Update 4. Public Sector Salary Disclosure (may be dealt with other than at meeting, dependent upon timing requirements)
4.	Thursday, June 1, 2023	<ol style="list-style-type: none"> 1. HR Report 2. Environmental, Social & Governance (ESG) Update 3. Performance and Compensation reports
5.	Thursday, Sept 14, 2023	<ol style="list-style-type: none"> 1. HR Report 2. Environmental, Social & Governance (ESG) Update 3. Work Plan for next year 4. Board Effectiveness and Reporting on Board Effectiveness Survey 5. Board and committee meeting dates 6. Consideration of Governance Documents (incl. committee mandates)

2023 BOARD & COMMITTEE SCHEDULE UPCOMING MEETINGS

S/N	Date (2023)	Board/Committee	Key Agenda Item(s) include:
1.	Thursday, February 23	FARM	<ul style="list-style-type: none"> Per FARM Committee workplan
2.	Wednesday, March 8 (3:00 – 5:00p.m)	HRGSR	<ul style="list-style-type: none"> Per HRGSR Workplan
3.	Thursday, March 9	IREC	<ul style="list-style-type: none"> Quayside Update Detailed Status Report on all Development Projects Other Projects (if any) Real Estate Acquisitions and Divestitures (if any) Other Acquisitions (if any)
4.	Monday, March 27	Board	<ul style="list-style-type: none"> Reports of the IREC, FARM and HRGSR committees
5.	NEW: Thursday, May 18 (1:30-3:30pm) Friday, June 9 (10a.m. – 12:00p.m.)	IREC	<ul style="list-style-type: none"> Per IREC Work Plan
6.	NEW: Monday, May 29 (9:00am-12:00pm) Thursday, May 25	FARM	<ul style="list-style-type: none"> Per FARM Work Plan
7.	Thursday, June 1	HRGSR	<ul style="list-style-type: none"> Per HRGSR Work Plan
8.	Monday, June 12 (1:00-4:30p.m.)	Board	<ul style="list-style-type: none"> Reports of the HRGSR, IREC, and FARM committees Approve 2022/23 Annual Report Approve 2022/23 audited financial statements Year-end Performance Assessment for CEO and approval of compensation for 2023/24
9.	Thursday, September 14	HRGSR	<ul style="list-style-type: none"> Per HRGSR Work Plan
10.	Thursday, September 21	FARM	<ul style="list-style-type: none"> Per FARM Work Plan
11.	Thursday, September 28	IREC	<ul style="list-style-type: none"> Per IREC Work Plan
12.	Thursday, October 12	Board	<ul style="list-style-type: none"> Report of the HRGSR, IREC, and FARM committees 2024 Board and Committee Meeting Calendar
13.	Thursday, November 9	HRGSR	<ul style="list-style-type: none"> Per HRGSR Work Plan
14.	Thursday, November 16	IREC	<ul style="list-style-type: none"> Per IREC Work Plan
15.	Thursday, November 23	FARM	<ul style="list-style-type: none"> Per FARM Work Plan
16.	Thursday, December 7	Board	<ul style="list-style-type: none"> Report of the HRGSR, IREC, and FARM committees Approval of 2023/24 Corporate Plan