

WATERFRONTToronto

Human Resources, Governance and Stakeholder Relations Committee

Agenda and Meeting Book

THURSDAY, NOVEMBER 9, 2023 FROM 9:00 AM TO 11:00 AM

MICROSOFT TEAMS MEETING



Meeting Book - Human Resources, Governance and Stakeholder Relations Committee

Agenda - Thursday, November 9, 2023

Public Session Agenda

9:00 a.m.	1. Land Acknowledgement	Information	W. Cartwright
9:05 a.m.	2. Motion to Approve Meeting Agenda	Approval	All
9:05 a.m.	3. Declaration of Conflicts of Interest	Information	All
9:10 a.m.	4. Consent Agenda		
	a) Draft Minutes of the Open Session of the September 14, 2023 HRGSR Committee Meeting - 4	Approval	W. Cartwright
	b) Environmental, Social, and Governance (ESG) Update - 8	Information	L. Taylor
	c) Human Resources Report	Information	R. Desrochers
	Coversheet - 10		
	Report - 11		
	Appendix A - Org Chart as of September 30, 2023 - 15		
	HR KPIs - 16		
	d) HR Practices and Policies Review	Information	R. Desrochers
	Coversheet - 17		
	Report - 18		
	HR Guideline Listing - 19		
9:20 a.m.	5. Stakeholder Relations Report	Information	C. MacKay
	Coversheet - 20		
	Report - 21		
9:25 a.m.	6. Governance Documents Review	Information	I. Ness
	Coversheet - 27		
9:35 a.m.	7. Motion to go into Closed Session	Approval	W. Cartwright

Closed Session Agenda

The Committee will discuss items 8 being consideration of the minutes of the Closed Session September 14, 2023 HRGSR Committee meeting as permitted by By-Law No. 2 of the Corporation. The exception relied on for the discussion for item 8 in the closed session is provided in the Minutes of the Open Session of the September 14, 2023 HRGSR Committee meeting contained in item 4(a) of this agenda. 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 - 28

9:35 a.m.	9. Motion to go into Open Session	Approval	All
	Public Session Agenda		
	Open Session - 29		
9:40 a.m.	10. Resolution(s) Arising from the Closed Session (if any)	Approval	W. Cartwright
	Form - 30		
9:40 a.m.	11. Motion to Terminate the Meeting	Approval	W. Cartwright
9:40 a.m.	12. Directors Only Session	Information	All
FYI	Next Meeting: Thursday, March 7, 2024	Information	All
FYI	Upcoming Board & Committee Meeting Schedule - 31	Information	All

**MINUTES of the Open Session of the Meeting of the
Human Resources, Governance and Stakeholder Relations Committee of
Toronto Waterfront Revitalization Corporation
Via Microsoft Teams Teleconference
Thursday, September 14, 2023 at 9:00 a.m. local time**

PRESENT: Wende Cartwright, Chair
Rahul Bhardwaj
Paul Khawaja
Deputy Mayor Ausma Malik (joined Directors Only session)

REGRETS:

ATTENDANCE: WATERFRONT TORONTO
George Zegarac (President and CEO)
Ian Ness (General Counsel)
Chris Glaisek (Chief Planning & Design Officer)
Kevin Greene (Chief Operating Officer)
Lisa Taylor (Chief Financial Officer)
Julius Gombos (SVP Project Delivery)
Kristina Verner (SVP Strategic Policy & Innovation)
Cameron MacKay (VP Strategic Communications and Engagement)
Rose Desrochers (VP Human Resources and Administration)
Ed Chalupka (Director, Government Relations)
Kayly Richardson (Human Resources Manager)
Charmaine Miller, Executive Assistant to the CEO & Board Admin

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

- Jeanhy Shim, Drew Fagan, Directors, Waterfront Toronto
- Vania Emerson, Anamika Srivastava, Jasmine Haghighi, Infrastructure Canada
- Ezaz Uddin, Ontario Ministry of Infrastructure
- Tom Davidson, Office of Deputy Mayor Ausma Malik

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 9:01 a.m. and declared that the meeting was duly constituted for the transaction of business.

1. Land Acknowledgement

Wende Cartwright acknowledged Indigenous Peoples' presence and connections to lands under revitalization by Waterfront Toronto.

2. Motion to Approve Agenda

ON MOTION duly made by Rahul Bhardwaj, and seconded by Paul Khawaja and carried, it was **RESOLVED** that the Agenda, 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 June 1, 2023

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 June 1, 2023 be approved, as tabled.

b) Environmental, Social and Governance (ESG) update

The ESG material was taken as read with Lisa Taylor, Chief Financial Officer highlighting that the most significant update relates to the focus on education and awareness sessions on ESG topics with the senior management team and staff to ensure we increase cross-functional support and build internal capacity. The committee had no questions nor comments.

c) Human Resources (HR) Report

The Committee received a report containing an overview of the Human Resources (HR) practices at Waterfront Toronto over the last fiscal quarter that focused on the following HR areas: Recruitment, Organizational Effectiveness, Learning and Development, Performance Evaluation, Rewards and Recognition and Diversity, Equity and Inclusion. The report was taken as read.

d) 2024 Meeting Schedule for Board & Committees

The committee was presented with a proposed schedule for board and committee meetings in 2024. The schedule is closely aligned with the timing in recent years, and it was agreed that it would be presented at the October 12, 2023 board meeting.

5. Work Plan for HRGSR Committee

In accordance with the mandate of the HRGSR committee, a work plan for 2024 was reviewed and discussed. The committee revised the work plan for next year and approved the amended plan.

6. Consideration of Governance Documents

The Committee considered minor amendments to the mandate of the committee and by law # 1 to reflect the recent appointment of a Chief Operating Officer. The committee recommended that the board approve the proposed amendments.

7. Board Attribute & Skills Matrix

The committee received a draft board attribute and skills matrix. The matrix has been requested by three levels of government to assist them when considering board appointments. The matrix, subject to amendments proposed at the meeting, will be reviewed further and will be distributed to board members.

8. 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 item 9. 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 June 1, 2023 HRGSR Committee meeting contained in item 4(a) of this agenda. 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.

9. Consent Agenda

Draft Minutes of the Closed Session of June 1, 2023 HRGSR Committee meeting

10. Motion to go into Open Session

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

11. Resolution Arising from the Closed Session

Item 9 Draft Minutes of the Closed Session June 1, 2023 Meeting

ON MOTION duly made by Paul Khawaja and seconded by Rahul Bhardwaj and carried, it was **RESOLVED** that the Minutes of the Closed Session of the HRGSR Committee meeting held on June 1, 2023 be approved as tabled.

12. Termination of the Meeting





There being no further business, **ON MOTION** duly made by Paul Khawaja, seconded by Rahul Bhardwaj, and carried, it was **RESOLVED** that the meeting be terminated at 9:26 a.m. local time.

13. Directors Only Session

Committee Chair

Secretary of the Meeting

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

Topic	Q2 2023/24 Update	Oversight
Governance	Regular ESG Updates to Board <ul style="list-style-type: none"> Quarterly “ESG Update” standing agenda item for Board and Committees effective June 2022. WT's first annual Climate Action Plan presented to Board Q4 2022/23 	Board
	Internal ESG Awareness <ul style="list-style-type: none"> Conducted an ESG awareness session with senior management team on June 29, 2023, focusing on the role of governance, reporting and industry best practices in ESG. Presented ESG awareness and Climate Action Plan (CAP) session to all-staff Townhall on October 18, 2023, focusing on promoting cross-functional collaboration and internal capacity-building. 	Board
Environment SDGs supported:   	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 (updated in Q2 2023/24), focused on: <ol style="list-style-type: none"> Governance: regular updates to senior management and the Board Strategy: currently focused on low-carbon procurement and construction Risk management: continuing to assess and manage responses to identified climate risks Metrics and targets: exploring a net-zero target and action plan 	Board
Social SDGs supported: 	Diversity, Equity & Inclusion (DE&I) Strategy <ul style="list-style-type: none"> Implementation of DE&I Strategy recommendations from MNP remain underway. Adopted a DE&I affirmation statement, WT purpose statement and organizational values in support of a people-first DE&I strategy. Statements were published in the 2022/23 IAR. Following the staff needs assessment surrounding training for DE&I, provided the first DE&I Fundamentals training to all staff on September 13, 2023, with additional training sessions to come. 	HRGSR

<div>10 REDUCED INEQUALITIES</div> <div>11 SUSTAINABLE CITIES AND COMMUNITIES</div> <div>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</div>	Accessibility Strategy <ul style="list-style-type: none"> Launched inaugural draft Waterfront Accessibility Design Guidelines for public comment. The Guidelines build on the AODA and Toronto Accessibility Design Guidelines to guide public realm design and enhance the accessibility of waterfront areas. Forming a new Waterfront Accessibility Advisory Committee to support implementation of the Guidelines and review future public realm projects early in the design process. Completing an Accessibility internal audit to assess WT's compliance with AODA and IASR (Integrated Accessibility Standards Regulation) requirements this fall. 	Board
	Public Art <ul style="list-style-type: none"> Design development and community engagement underway for Indigenous permanent public artwork at the King/Queen Triangle in the West Don Lands. 	Board
	Ongoing Engagement with Indigenous Treaty Holders <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, the Keating Channel Pedestrian Bridge, and Port Lands Flood Protection. 	Board

Purpose	For Committee Information.
Areas of note / Key issues	<p>The Human Resources (HR) report provides a general overview of Q2: July 1, 2023, to September 30, 2023, touching upon some of the following elements that are core to our HR practices: KPIs, Recruitment, Talent and Succession Management, Organizational Effectiveness, 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 Q2 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 continued and as a result, six new employees were onboarded during the quarter, and with only four voluntary staff exits in the quarter, our turnover rate remained low at 4% for the quarter.</p> <p>We continued to update our succession plans by focusing on critical roles, identifying internal and external successors, and creating development plans.</p> <p>Organization Effectiveness – Hybrid work environment continued with an increase of time spent in the office this quarter to 3 days/week for staff.</p> <p>In preparation for our office move at the end of 2023 to T3 Bayside, work continued with our office clean-up.</p> <p>Enhancements were made to our benefit plan during this quarter as we switched providers, which allowed for significant increases in some areas of coverage for staff and their families.</p> <p>Diversity, Equity & Inclusion – Following the DE&I Training Needs Assessment, the first training session took place this quarter which was focusing on DE&I Fundamentals.</p>
Next Steps	The next HR Update will be provided in Q4 of 2023/2024, reflecting on Q3 (October 1 to December 31, 2023).

The purpose of this report is to provide an overview of Human Resources (HR) practices at Waterfront Toronto for Q2 (July to September) of FY 2023/24.

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, Talent and Succession Management, Organizational Effectiveness, 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 September 30, 2023, the Corporation's total approved position count was 103.5, plus one position that was unplanned and unbudgeted, for a total of 104.5, distributed as follows:
 - 93.5 fulltime positions – 83 filled FTE positions and 10.5 of the positions were vacant. Recruitment for 2 of those vacant positions was in progress.
 - 11 contract positions – 8 filled contract positions and 3 were vacant.

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.
- We successfully hired and onboarded six new employees during the quarter – four in fulltime permanent positions and two contract positions.

- During this quarter we had a total of 5 employee exits, of which 4 were voluntary, and 1 end of contract. Please see attached dashboard to review quarterly and annual turnover rates.
- Our voluntary turnover rate remained low at 4% this quarter, which is in line with the Q2 turnover for the last 4 years, with the exception of last Q2 when it was 2%.
- As a core function of resource and succession planning, we are continuing our work to enhance and review our succession plans annually including prioritizing critical roles, naming potential internal and external successors, and creating development plans by identifying, assessing and documenting crucial job skills, knowledge requirements, competencies, stakeholder relationships and organizational practices to staff the current and future pipeline of projects.
- A brief succession plan for the C-Suite officers was presented in the Directors Only session of the September 14, 2023, meeting.
- A brief succession plan for the other members of the Senior Management team below the C-Suite officers will be presented in the Director Only session of this meeting.

Organizational Effectiveness

- We are continuing with the hybrid work environment, with staff working remotely a maximum of 2 days per week and spending the remaining days in the office.
- We also continue to use Robin as the desk reservation system to support this hybrid work environment.
- Commencing in April, we began staff “All-In Days” that take place once per month and all staff are required to attend the office on this day. The days include a staff town hall where we welcome new employees, present service awards, celebrate birthdays, and provide updates to staff. In addition to the town halls, these “All-in Days” include programming such as team building exercises and walking tours of the Waterfront projects hosted by our team members. These days foster team building and collaboration across the organization and the feedback has been positive.
- In preparation for our office move at the end of 2023 to T3 Bayside, work continues on our office clean-up which includes digitization of some of our records, participating in discussions regarding our new office design, working with our external and internal teams to facilitate a smooth 20 Bay Street office decommissioning at the end of 2023.
- We continue to provide updates at staff townhalls and an opportunity for staff to provide 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 spending per employee. We are continuing to see the average number of employees accessing the program remain consistent quarter over quarter and increase from last year.
- In Q2, the average spending amount per employee using the program was \$442.56. The number of employees accessing the program in Q2 increased from the last three Q2s. 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 – Continuous Feedback (mid-year) of our PFS process for fiscal year 2023/24 is scheduled to be completed by October 31st.
- The CEO's performance objectives are being reworked to align with the organization's strategic priorities. The current structure is being reviewed and a new framework will be used to directly link the CEO's objectives to the Five-Year Strategic Plan and corporate KPIs.

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.
- During this quarter, we recognized 1 staff with five years of service, 1 staff with fifteen years of service and 1 staff with twenty years of service. Since inception of our program to September 30, 2023, we have recognized a total of 123 employees with service awards.
- Our Social Committee continues to be active, planning monthly staff birthday celebrations with cake and planning for the Annual Staff Picnic which is happening in the next quarter. These social events provide an opportunity to strengthen working relationships between staff and enhance morale.
- As part of our continuous assessment of our comprehensive benefit package, on an annual basis, our benefit broker goes to market to evaluate our current program coverage and pricing to ensure our programs and service offerings remain competitive and comparable to similar organizations and continue to support employee health and wellness.

- During Q2, following recommendations from our benefit broker, we switched benefit providers and made many significant enhancements to our benefit plan for staff. Some of these enhancements include increased vision care coverage, critical illness coverage, and the addition of a Health Spending Account to allow staff extra coverage to spend in the areas they need most.
- Information sessions were hosted on site at our office to discuss the enhancements to the benefit plan and introduce the new benefit provider and the tools that come with it.

Diversity, Equity & Inclusion

- The organization values and affirmation statements were finalized by all staff during the last fiscal year and work is ongoing to incorporate them into our corporate website and documents.
- 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 completed in the last fiscal year and presented to staff at the February 2023 town hall.
- After reviewing the results of the TNA survey, we evaluated and selected training facilitators to deliver our DE&I training.
- The first training session, “Diversity, Equity & Inclusion Fundamentals” took place on September 13th during the “All In Day”. Staff were split into three groups and participated in the one-hour training session on site in the Boardroom.
- A survey collecting feedback on the training was sent and the feedback will be taken into consideration as we work to plan the next training sessions.

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



Legend

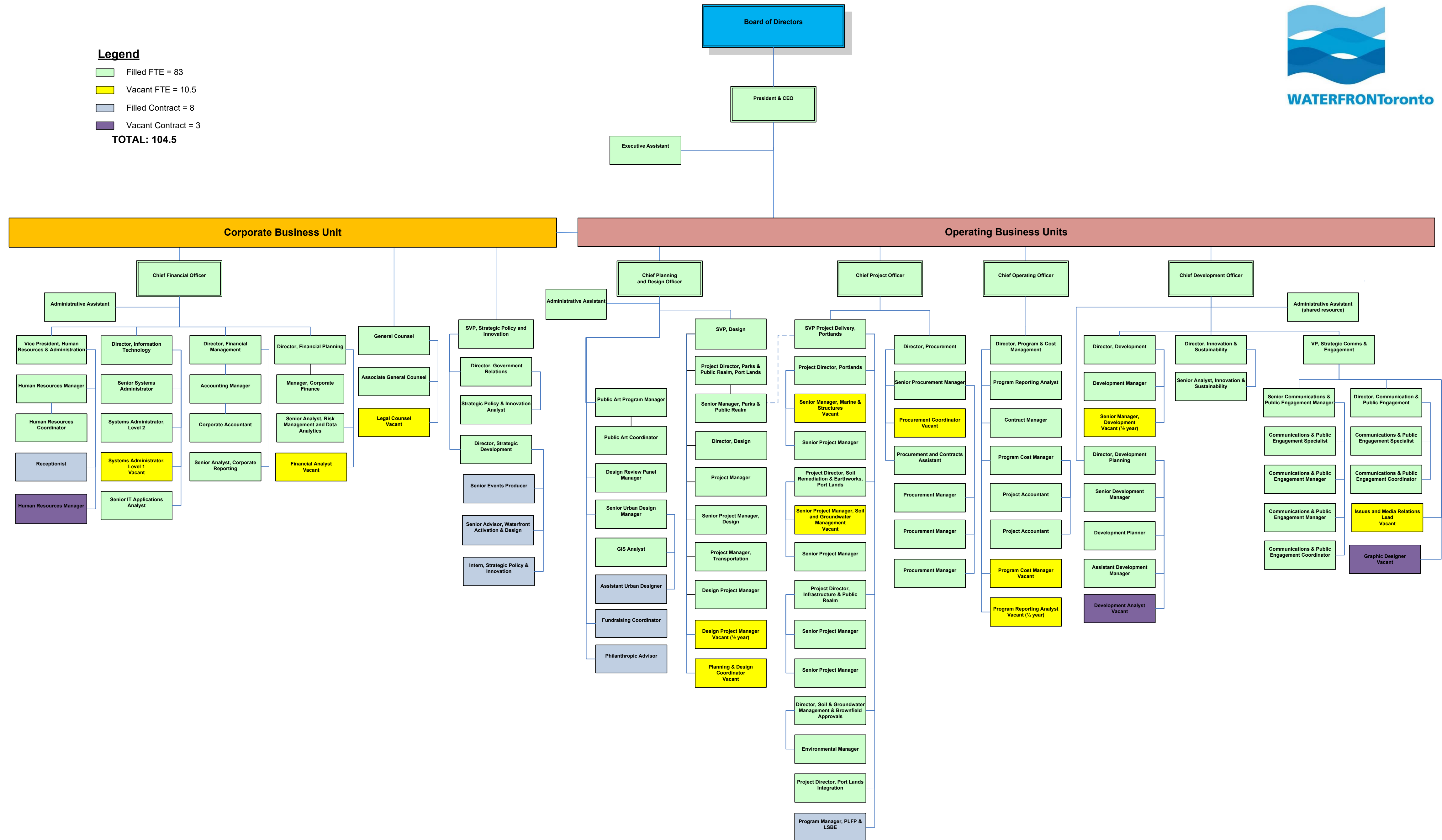
 Filled FTE = 83

 Vacant FTE = 10.5

 Filled Contract = 8

 Vacant Contract = 3

TOTAL: 104.5



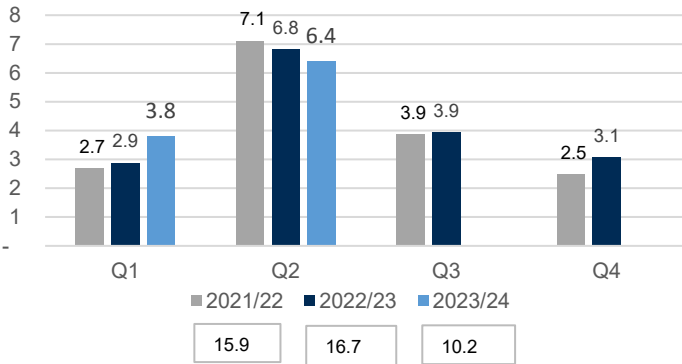
Human Resources KPI Dashboard as of September 30, 2023 (Q2 2023/24)

Issued for HRGSR meeting on: November 9, 2023

All figures are presented by fiscal year

Work Life Balance

Average Vacation Days Taken Per Employee



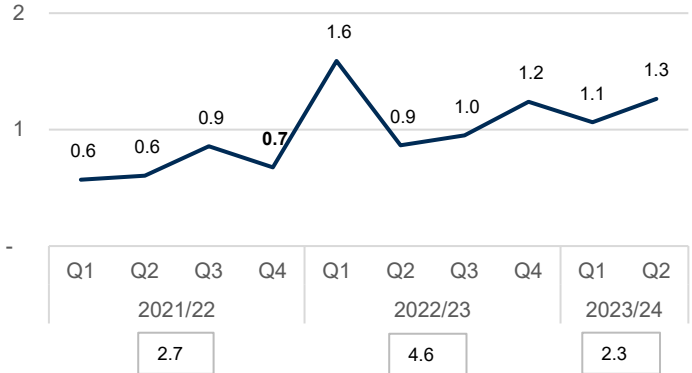
Trends:

In 2023/24 Q2, we saw a decrease in average vacation days taken per employee compared to the last two years Q2.

It is possible this is due to loosened travel restrictions which allowed staff to travel and take vacation time during other quarters, as opposed to using majority of vacation during the summer months. High carry over balances resulting from the pandemic may also have plateaued, contributing to this slight decline.

Wellbeing, Commitment, and Motivation

Average Sick Days Taken Per Employee



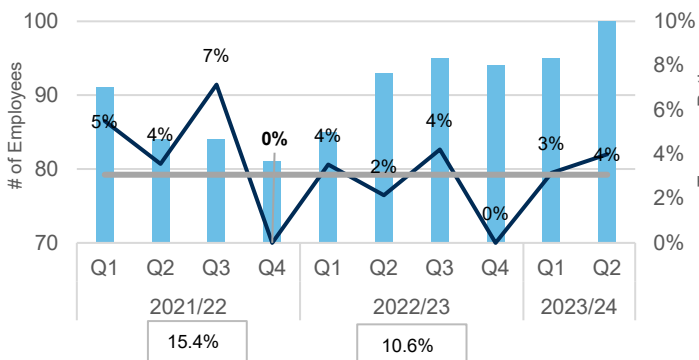
Trends:

In 2023/24 Q2 we saw an increase in sick day use both compared to the last quarter as well as Q2 of 2022/23 and 2021/22.

This rise in sick time usage could be due to the enhanced presence at the office and associated commuting, potentially increasing exposure to viruses. Staff are therefore using sick time to recover and avoid spreading illness to colleagues. It is also worthwhile to note that there was an employee on extended sick leave during this quarter.

Satisfaction

Voluntary Employee Turnover



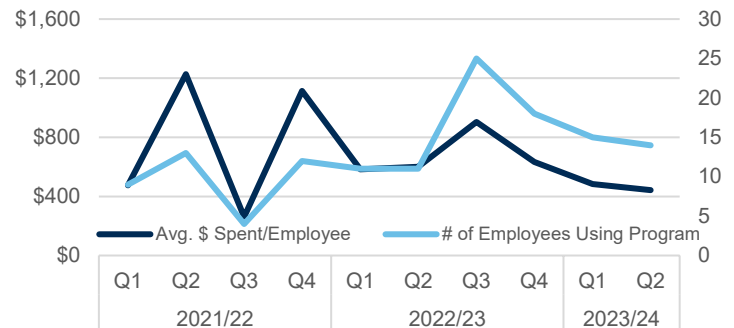
Trends:

In 2023/24 Q2, Waterfront Toronto experienced a 4% voluntary employee turnover, which is slightly higher than the annual historical average for the corporation.

Two thirds of the resignations this FY can be attributed to a perceived lack of opportunity for advancement as well as concerns over job security stemming from the unresolved issue of Waterfront Toronto's mandate renewal.

Development

Learning and Development Spending and Usage



Trends:

In 2023/24 Q2, we saw the highest participation rate in the learning and development program in a Q2 over the last three years. The average spend per employee was lower than usual but we are happy to see more staff participating in programs.

We continue to encourage staff to prioritize their learning and development through the Planning For Success performance management process.

Purpose	For Committee Information.
Areas of note / Key issues	<p>The HR Practices and Policies Update provides a general annual update regarding all guidelines for October 1, 2022 to September 30, 2023.</p> <p>HR Guidelines – Waterfront Toronto currently has 40 Corporate Guidelines that outline boundaries, accountabilities, and practices within the workplace. A full listing of our current guidelines along with their creation and revision dates is attached.</p>
Next Steps	The next update on HR Policies will be provided in 2024/2025.

The purpose of this report is to provide an overview of Human Resources (HR) policy practices at Waterfront Toronto as of the end of Q2 of FY 2023/24.

HR Guidelines

- Waterfront Toronto currently has 40 Corporate Guidelines and practices that outline boundaries, accountabilities, procedures and acceptable conduct within the workplace. A full listing of all our current guidelines along with their creation and most recent revision dates is attached.
- These Guidelines are created and revised as needed, either when new laws and best practices are introduced, or to update the language to reflect current practice.
- The HR department drafts new guidelines or revises existing guidelines using the guidance of internal and external counsel, and comparative information gathered from like organizations. Using that research, drafts and recommendations are put forward for review and acceptance by the Chief Executive Officer, who may choose to consult with the Senior Management Team or the C-Suite Executives, before approving and signing the new or revised guideline.
- Guidelines are circulated by email and posted to our HR Employee SharePoint site for access to view, download or print by all staff. New employees are provided with links to this site to view and browse current guidelines. When required, guidelines are also posted in conspicuous locations within the office.
- We recognize that many of our guidelines were created several years ago and are due for review and update as required. We are endeavoring to review and update 3-4 guidelines each fiscal year, as well as create any new guidelines that become necessary during that time.
- To date, in fiscal year 2023/24, we reviewed the below guidelines and revised as required:
 - Guideline #9 – Sick Leave
 - Guideline #28 – Hybrid Work
 - Guideline #30 – AODA Accessible Customer Service
 - Guideline #31 – AODA Integrated Accessibility Standard Regulation

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

- Guideline #40 – Electronic Monitoring

- We will continue to review guidelines on an annual basis and revise as required.

Waterfront Toronto Corporate/HR Guidelines & Practices

Number	Guideline Name	Creation Date	Revision Date
1	Designated Holidays	January 1, 2008	
2	Vacation	January 1, 2008	August 1, 2019
3	Bereavement	January 1, 2008	April 1, 2021
4	Jury or Witness Duty	January 1, 2008	
5	Overtime Pay or Compensating Time-off	January 1, 2008	
6	Gifts	January 1, 2008	
7	Pregnancy Leave, Parental Leave and Top-up Income Benefits	January 1, 2008	April 1, 2021
8	Probationary Period	May 1, 2008	November 16, 2009
9	Sick Leave	May 15, 2008	September 30, 2023
10	Personal Leave	May 15, 2008	April 1, 2021
11	Learning and Development	October 1, 2008	April 1, 2021
12	Exit Interviews	August 1, 2008	
13	Compensation/Salary Administration (A,B,C)	October 1, 2008	
14	Code-of-conduct	May 2009	April 1 2022
15	Planning for Success (PFS)	June 1, 2009	
16	Employee Expenses	August 25, 2009	October 1, 2018
17	Mobile Device Use	October 26, 2009	April 1 2022
18	Issues and Concerns Resolution	October 27, 2009	
19	Respectful Workplace Guideline	January 2011	September 30, 2022
20	Disclosure of Wrong Doing	October 27, 2009	October 26, 2015
21	Recruitment/Resourcing of Senior Staff	November 12, 2010	
22	Health and Safety	January 2011	November 25, 2021
23	Perquisites	August 2, 2011	
24	Corporate Technology Use	September 2011	April 1 2022
25	Large File Transfer	September 23, 2011	
26	Purchasing Residential Condominium Units on the Waterfront	April 13, 2012	
27	Hours of Operations and Work	December 11, 2012	
28	Hybrid Work	December 11, 2012	September 30, 2023
29	Variable Compensation Component Payout	November 30, 2012	
30	AODA Accessible Customer Service	December 18, 2013	June 1, 2023
31	AODA Integrated Accessibility Standards Regulation	January 2014	June 1, 2023
32	Volunteer Leave	April 1, 2014	
33	Service Awards	April 1, 2014	
34	Recruitment & Due Diligence	October 2015	
35	Teaching Courses	April 1, 2019	
36	Cyber Security	October 26, 2020	April 1 2022
37	Record Retention	September 25, 2020	
38	Mandatory COVID-19 Vaccine	November 30, 2022	
39	Disconnecting from Work	June 1 2022	
40	Electronic Monitoring	October 25, 2022	

Purpose	For information
Areas of note/ Key issues	<p>This report supplies an assessment of the state of stakeholder relationships in six categories; media and employees are now included as their own categories.</p> <p>Stakeholder engagement is a team effort that is undertaken by all WT departments. A recent ESG materiality survey of 255 stakeholders revealed six priority topics:</p> <ol style="list-style-type: none"> 1. Waterfront Access 2. Parks and Open Spaces 3. Green Space 4. Brownfield Redevelopment 5. Design Excellence and Innovation 6. Accessibility <p>When possible, WT builds its communications and outreach efforts around these topics and WT is seen as a reliable subject matter expert on these topics with its stakeholders, including media.</p> <p><i>Areas for attention:</i></p> <ul style="list-style-type: none"> • WT's past and future role in increasing housing supply (a secondary topic identified in the materiality assessment) will be reinforced with stakeholders going forward given the corporation's desire to play a role in addressing the housing crisis. • Introductory meetings with new/shuffled officials and office holders at the federal and municipal levels are underway. • A robust change/move management effort to support employees during WT's relocation to T3 is underway and will address issues during and after the move.
Next Steps	A Customer Relationship Management (CRM) System will be rolled out in December and will improve stakeholder contact tracking, newsletter distribution and management, triaging media inquiries and managing invitations and attendance at public consultations.

Stakeholder Relations Update

Highlights:

- Relationships with all six of WT's stakeholder categories are sound and durable.
- WT has replicable processes and established channels to engage with stakeholders and is in frequent contact with all categories.
- Corporation ESG priorities identified by stakeholders perform well with media.
- Looking ahead:
 - WT will be spotlighting its past, current, and future housing initiatives as it makes the case for increasing housing supply on the waterfront
 - Applying increased change/move management measures for employees to make the office relocation as easy as possible
 - Rolling out a new Customer Relationship System

I. Importance of Stakeholder Engagement

Durable stakeholder relationships are essential to WT's social license to operate without which the corporation could not carry out its mandate or fulfil its purpose, to:

- Reconnect people with the waterfront, by bringing together innovative approaches to urban design, infrastructure and sustainable revitalization.
- Create a legacy of beautiful, resilient, and prosperous communities.
- Deliver on important public goals through complex projects that increase the supply of housing, expand public transit, create welcoming public spaces and increase economic competitiveness.

WT defines stakeholders "as individuals or organizations that can impact or be impacted by the actions of Waterfront Toronto". There are six stakeholder categories in WT's constellation. The categories are not mutually exclusive (i.e., an organization can fall into more than one category) and are:

- | | |
|--|--------------------------|
| • Designated Waterfront Area (DWA) | • Indigenous communities |
| Community--residents, visitors and allied agencies | • Special interest |
| • Government | • Media |
| | • Employees |

II. Stakeholders' ESG Priorities

A survey of 255 stakeholders in March of 2023 clarified stakeholders' environmental, social, and governance (ESG) priorities for WT.

Of the six topics, four are squarely focused on expanding public access to parks and the water's edge:

1. Waterfront Access
2. Parks and Open Spaces
3. Green Space
4. Brownfield Redevelopment
5. Design Excellence and Innovation
6. Accessibility

Exhibit 1

Topics identified by stakeholders as WT having the greatest positive impact



This data helps focus WT newsletter and blog content as well as in the design of pop-up modules used at festivals and events.

Perhaps because of this focus, media coverage of the corporation's work also tends to focus on these priority topics too as reflected in recent coverage of the excellent design of WT parks (e.g., Love Park and Sugar Beach)

It is notable, however, that WT's role in increasing housing supply is not among the top topics of stakeholder respondents, however, it is of medium-high consideration.

III. 2023 Stakeholder Engagement Highlights

Below we summarize notable stakeholder engagement highlights by category.

A. DWA Community

Waterfront Toronto has participated in over 50 in-person and virtual public engagements to deepen relationships with existing community stakeholders and grow our network of stakeholders across all categories. These take the form of in-person pop-ups, programmed events, public meetings, as well as social media, direct email and media engagements. These

resulted in approximately 10,000 total engagements, including over 8,000 high-quality, face-to-face engagements and close to 200 newsletter signups, helping to expand our networks and the people we reach moving forward. We designed materials and activities for these engagements that focused on themes we know resonate with this stakeholder group: immersive experiences in and around natural landscapes – experiences people can have that are unique to the downtown waterfront, versus big picture/long-term benefits.

Engagement vehicles included:

- Open House: “A Sneak Peek at the Future Eastern Waterfront”
- Port Lands Flood Protection Science Fair, community workshops
- Pop-ups throughout the city allowed us to engage face-to-face with over 5,830 people. Approximately 60% of those engaged live outside the DWA and/or are visitors to the waterfront
- 12 guided boat tours
- “Sponsored” events like Toronto Waterfront Festival, Smorgasburg and Nuit Blanche (both delivered in partnership with the Waterfront BIA) brought over 350,000 people to the waterfront to showcase the ongoing work to deliver more access to the water’s edge and complete communities
- Public Information Centres (PICs) for projects like Quayside, Villiers Island, and waterfront transit
- Keating Channel Pedestrian Bridge public presentation
- Focused discussions with various stakeholder groups through Construction Liaison Committees (CLCs), Stakeholder Advisory Committees (SACs), Landowner and User Advisory Committees (LUACs)

In 2023 WT strengthened its constructive and mutually beneficial relationships with allied organizations operating in DWA such as PortsTO, CreateTO, the Waterfront BIA, Toronto Region Board of Trade, George Brown College, Harbourfront Centre and waterfront developers. All parties agree that this is the best inter-agency cooperation experienced in their memories and support WT’s work and mandate is sound. These close associations will be celebrated in next year’s strategic plan with a “stronger together” treatment featuring these organizations’ logos.

B. Governments

Engagement with public officials occurs through channels such as the Intergovernmental Steering Committee, Tri-government Working Group and with waterfront secretariats and staff at all levels of government.

This year the City of Toronto experienced some notable senior public service staff changes as well as elected a new Mayor, resulting in changes to council committee appointments. As well, a new Federal Minister of Infrastructure was appointed in July.

In this context, WT is supporting the transition of any new staff to ensure that there is familiarity with its history, mandate and, most importantly the tri-governmental nature of the organization. Messaging reinforces the established track record of getting things done.

- *City of Toronto*—tours with three members of council have occurred since the mayoralty election and a joint WT-George Brown College waterfront tour with Mayor Chow is expected in early November.
- *Province of Ontario*—board members and staff had constructive discussions with the Minister of Infrastructure at a September luncheon and a waterfront tour with Minister Surma is under consideration by her office for November.
- *Government of Canada*—in addition to waterfront tours with senior Infrastructure Canada staff over the summer and fall, a WT delegation will be having meetings in Ottawa with the Deputy Minister and staff within the Office of the Minister of Infrastructure. A tour is being considered for mid-November, with a focus on the Port Lands Flood Protection and opportunities for the next phase of revitalization.
- A tri-government media event is planned to mark a major milestone related to Port Lands Flood Protection later this year.

C. Indigenous Communities

For clarity, Indigenous communities that WT works closely with include the Treaty Holders, Mississaugas of the Credit First Nations (MCFN), Indigenous advisors and facilitators, and other Indigenous communities and organizations, facilitated by consultants like MinoKamik Collective. We have also engaged urban Indigenous people through pop-ups. They are engaged through formalized working groups, collaborating on field excavation activities, and seeking input on large-scale projects (e.g. Port Lands Flood Protection Project, Quayside, and Parliament Slip).

Recent examples include:

- Quarterly meetings with MCFN working group
- Collaborating with MCFN on Marine Use Strategy, transit, public realm and stormwater management
- Working with MCFN and MinoKamik Collective to inform public realm in Quayside
- Working with MCFN on the architectural design elements as part of Port Lands Flood Protection.
- To recognize National Day for Truth and Reconciliation on September 30, 2023, Waterfront Toronto amplified content by Indigenous creators, including the Mississaugas of the Credit First Nation (MCFN).
- WT pop-up booth at annual MCFN Community Barbeque
- WT pop-up at Indigenous Arts Festival and Deeply Rooted Farmers Market
- Early-stage engagement with Six Nations of the Grand River

D. Special interest

Stakeholders in this category generally share a policy alignment or interest in WT's CSR priorities (see Exhibit 1). Here we engage by convening dialogues, roundtables and webinars, participating in industry conferences and symposia, social media, surveys, sponsorships, etc.

- Tours for students at Toronto Metropolitan University, University of Toronto
- Collaborated with Waterfront Toronto's Advisory Committee on Accessibility to complete the draft Waterfront Accessibility Design Guidelines

- Rides with CycleTO to review construction detours and hear feedback about how construction impacts this user group
- ULI Spring Meeting: hosted tours through the Open House and participated in panel discussions on topics including P3 partnerships, infrastructure adaptation, sustainable development, dynamic urban neighbourhoods
- Toured various visiting groups, local organizations and events, like Federation of Canadian Municipalities, Janes Walk, Collision Conference, Elevate Festival, Park People Conference, delegation from Seoul South Korea, which included the Mayor of Seoul, Sacramento Chamber of Commerce, Commonwealth Study Conference, etc.
- Ongoing contributor in roundtables at the National Executive Forum on Public Property comprising real property experts from all three levels of government in Canada. This is a forum for sharing knowledge, best practices and working together, to create value for taxpayers by managing the country's real property in the best way possible.

E. Media

As newsrooms are doing more with less and there are more generalist reporters, many reporters are covering WT and its projects for the first time. This means we must never assume awareness of WT's the distinct status as a tri-government agency and our unique mandate.

WT receives media inquiries via the website's contact form and at a minimum acknowledges inquiries within the same day and books interviews or follow-ups to accommodate journalists' deadlines. Media inquiries are also received by WT staff directly or are forwarded by project partners.

- In Q1 and Q2 2023, generated 5,667 media references (i.e., radio, tv, print, online) to Waterfront Toronto and its initiatives; this is a 125% increase over performance for the same period in 2022-2023.
- This coverage includes:
 - 102 stories published about Love Park;
 - 17 stories published about the Marine Use Strategy; and,
 - 15 stories published about the Keating Channel Pedestrian Bridge.
- Coverage prioritized stories about parks and open spaces, waterfront access, and design excellence and innovation. These priorities are the same ones identified by our Materiality Assessment as most important to our stakeholders. Coverage was overwhelmingly positive across local and national outlets (e.g. Toronto Life, CTV Montreal).
- There were 22 stories with Senior Management or staff featured.

We are not, however, regarded as an obvious go-to thought leader in the housing space which requires attention given the importance of the need to increase housing supply on the waterfront. This will be achieved in part by profiling WT's past, present and future contribution to building housing, such as the West Don Lands.

F. Employees

With the return to workplace 3x/week, all-in staff days featuring team-building exercises and tours of WT projects, five town halls, and social committee activities staff are connecting with each other and to the work of the corporation.

Notably, an engaged staff of over 70 volunteered at 36 events (e.g., pop ups, 12 boat tours etc.) over the summer months to share information on current and future WT projects with the public.

The relocation of WT to T3 is understandably stressful for colleagues, as change often is, and change management/move management practices are in place. An interdepartmental staff-led T3C3 committee was formed earlier this year to explore opportunities and make recommendations for intentionally shaping a new work culture, fostering a positive association to in-office work and contributing to productivity in the new workspace. A new phase of move management is now underway with “move champions” assigned to each department to provide weekly updates on the status of the move, collect and answer questions and concerns, and provide support leading up to and during the move. Once in our new space, the role of the T3C3 committee will evolve, as needed, to help support a positive work culture taking root in our new home.

IV. Looking ahead

WT will continue to engage, consult and mobilize its stakeholder communities both around shared ESG priorities and on its mandate renewal that promises to increase housing supply in the DWA. Specifically:

- In the spirit of “we’re stronger together” a spread of logos of stakeholders in our constellation will be featured in the corporation’s next strategic plan.
- An earned media effort to profile WT’s housing success and qualifications will amplify WT’s contribution to increasing the supply of housing.
- The introduction of a Customer Relationship Management (CRM) System will enhance stakeholder relations through improved contact tracking as well as triaging media inquiries. Implementation is currently in the final stages and will be rolled out by the end of 2023.

Purpose	For information
Areas of note/ Key issues	<p>In 2020 and 2021, the Corporation undertook a review of its key board governance documents to ensure they continue to reflect best practices. The documents were reviewed by internal legal counsel, members of the Senior Management Team and external counsel, Mr. Barry Reiter of Bennett Jones LLP. The documents were then presented to the board of directors and approved at various meetings in December, 2020 and in March and October, 2021.</p> <p>The mandate of the HRGSR committee requires that the key governance documents be considered on an annual basis.</p> <p>The documents to be considered are:</p> <ol style="list-style-type: none"> 1. By Law #1 General By Law 2. By Law #2 Open meeting By law 3. By Law #3 Board remuneration 4. Mandate of the Board 5. Mandate of the Board Chair 6. Mandate of the CEO 7. Mandate of the Corporate Secretary 8. Wrongdoing Policy 9. Mandate of the FARM Committee 10. Mandate of the HRGSR Committee 11. Mandate of the IREC Committee 12. Indemnity Agreement 13. Code of Conduct 14. Confidentiality Agreement <p>A copy of each of these documents is available on the website of the corporation and on the Board of Directors Portal in the Board Governance Documentation work room.</p>
Next Steps	Directors will be asked to identify provisions where changes may be warranted in advance of the next board meeting.

Closed Session

Open Session

Item 8 Draft Minutes of the Closed Session September 14, 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 September 14, 2023 be approved as tabled.

Upcoming Board/Committee Meeting Schedule November 2023 – December 2024

S/N	Date (2023)	Board/Committee	Key Agenda Item(s) include:
1.	Thursday, November 16	IREC	<ul style="list-style-type: none"> Per IREC Work plan
2.	Thursday, November 23	FARM	<ul style="list-style-type: none"> Per FARM Work plan
3.	Thursday, December 7	Board	<ul style="list-style-type: none"> Report of the HRGSR, IREC, and FARM committees Approval of 2023/24 Corporate Plan

S/N	Date (2024)	Board/Committee	Key Agenda Item(s) include:
1.	Thursday, February 22	FARM	<ul style="list-style-type: none"> Per FARM Committee workplan
2.	Thursday, March 7	HRGSR	<ul style="list-style-type: none"> Per HRGSR Workplan
3.	Thursday, March 14	IREC	<ul style="list-style-type: none"> Per IREC Workplan
4.	Monday, March 25	Board	<ul style="list-style-type: none"> Reports of the IREC, FARM and HRGSR committees
5.	Thursday, May 23	IREC	<ul style="list-style-type: none"> Per IREC Workplan
6.	Thursday, May 30	FARM	<ul style="list-style-type: none"> Per FARM Workplan
7.	Monday, June 10 1:00-3:00pm	HRGSR	<ul style="list-style-type: none"> Per HRGSR Workplan
8.	Monday, June 24	Board	<ul style="list-style-type: none"> Reports of the HRGSR, IREC, and FARM committees Approve 2023/24 Annual Report Approve 2023/24 audited financial statements Year-end Performance Assessment for the CEO for 2023/24 and approval of compensation for 2024/25
9.	Thursday, September 12	HRGSR	<ul style="list-style-type: none"> Per HRGSR Workplan
10.	Thursday, September 19	FARM	<ul style="list-style-type: none"> Per FARM Workplan
11.	Thursday, September 26	IREC	<ul style="list-style-type: none"> Per IREC Workplan
12.	Thursday, October 17	Board	<ul style="list-style-type: none"> Report of the HRGSR, IREC, and FARM committees 2025 Board and Committee Meeting Calendar Interim Performance Assessment for the CEO for 2024/25
13.	Thursday, November 7	HRGSR	<ul style="list-style-type: none"> Per HRGSR Work plan
14.	Thursday, November 14	IREC	<ul style="list-style-type: none"> Per IREC Workplan
15.	Thursday, November 21	FARM	<ul style="list-style-type: none"> Per FARM Work plan
16.	Thursday, December 5	Board	<ul style="list-style-type: none"> Report of the HRGSR, IREC, and FARM committees Approval of 2024/25 Corporate Plan