

**WATERFRONT**Toronto

# Human Resources, Governance and Stakeholder Relations Committee

## Agenda and Meeting Book

THURSDAY, JUNE 11, 2020 FROM 9:00AM TO 11:00AM

MICROSOFT TEAMS MEETING



**WATERFRONT**Toronto

## Meeting Book - Human Resources, Governance and Stakeholder Relations Committee

### Agenda - June 11, 2020 HRGSR Committee Meeting

|            |  |             |               |
|------------|--|-------------|---------------|
| 9:00 a.m.  | 1. Motion to Approve Meeting Agenda  | Approval    | All           |
| 9:05 a.m.  | 2. Declaration of Conflicts of Interest  | Information | All           |
| 9:10 a.m.  | 3. Consent Agenda  |             |               |
|            | (a) Draft - Minutes of the Open Session November 13, 2019 HRGSR Committee Meeting - Page 4   | Approval    | All           |
|            | Corporate Governance Review Update - Page 7  | Information | I. Ness       |
| 9:15 a.m.  | 4. Strategic Corporate Communications Report   | Information | C. MacKay     |
|            | Presentation - Page 8  |             |               |
| 9:25 a.m.  | 5. Human Resources Update  | Information | R. Desrochers |
|            | Coversheet - Page 23   |             |               |
|            | Report - Page 24   |             |               |
| 9:35 a.m.  | 6. Staff Salary Adjustments for 2019/20  | Information | G. Zegarac    |
|            | Coversheet - Page 30   |             |               |
|            | a) Salary Comparatives for 2019-2020 - Page 31   |             |               |
|            | b) Summary of Base Compensation Adjustments - Page 32  |             |               |
| 9:45 a.m.  | 7. Motion to go into Closed Session  | Approval    | S. Palvetzian |
|            | <b>Closed Session Agenda</b>   |             |               |
|            | The Committee will discuss items 8, 9, 10 and 11, being consideration of the minutes of the Closed Session November 13, 2019 HRGSR Committee meeting, the Performance ratings and variable compensation for Executives for the period April 1, 2019 to March 31, 2020, and compensation recommendations for April 1, 2020 to March 31, 2021, the Year-End Performance Assessment for the CEO and compensation recommendations for April 1, 2020 to March 31, 2021, and Committee Chair Discussion respectively, in a closed session as permitted by By-Law No.2 of the Corporation. The exception relied on for the discussion for item 8 in the closed session is provided in the Minutes of the Open Session of the November 13, 2019 HRGSR Committee meeting contained in item 3(a) of this agenda, for items 9, 10 and 11 are provided by 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. |             |               |
| 10:50 a.m. | 12. Motion to go into Open Session   | Approval    | All           |
|            | <b>Public Session Agenda</b>   |             |               |

|            |  |          |               |
|------------|--|----------|---------------|
| 10:55 a.m. | 13. Resolutions Arising from the Closed Session (if any)     | Approval | All           |
|            | Draft - Resolution Arising from the Closed Session - Page 35 |          |               |
| 11:00 a.m. | 14. Motion to Terminate the Meeting                          | Approval | S. Palvetzian |
|            | <b>Other Matters</b>   |          |               |
|            | Next Committee Meeting (September 10, 2020)                  |          |               |

**MINUTES of the Public Session of the Meeting of the  
Human Resources, Governance and Stakeholder Relations Committee of  
Toronto Waterfront Revitalization Corporation  
20 Bay Street, Suite 1310, Toronto, Ontario  
Wednesday, November 13, 2019 at 9:00 a.m. local time.**

**PRESENT:** Sevaun Palvetzian (Chair) (by phone)  
Wende Cartwright  
Andrew MacLeod (by phone)

**REGRETS:** Councillor Joe Cressy

**ATTENDANCE:** **WATERFRONT TORONTO**  
George Zegarac (Chief Executive Officer)  
Chris Glaisek (Chief Design Officer)  
Meg Davis (Chief Development Officer)  
Ian Ness (Acting General Counsel)  
Rose Desrochers (VP, Human Resources and Administration)  
Cameron MacKay (VP, Strategic Communications and Engagement)  
Kathleen Niccols (SVP, Corporate Strategy)  
Carol Webb (VP, Communications and Engagement)  
Aina Adeleye (Board Administrator and Legal Assistant)

The Chair, Sevaun Palvetzian, appointed Ian Ness to act as secretary of the meeting. The Chair welcomed everyone to the meeting of the Human Resources, Governance and Stakeholder Relations Committee (“HRGSR” or the “Committee”) of the Toronto Waterfront Revitalization Corporation (“Waterfront Toronto” or the “Corporation”).

With notice of the meeting having been sent to all Directors in accordance with the Corporation’s By-laws and a quorum of Directors participating, the Chair called the meeting to order at 9:00 a.m. and declared that the meeting was duly constituted for the transaction of business.

**1. Motion to Approve Agenda**

**ON MOTION** duly made by Wende Cartwright, seconded by Andrew MacLeod and carried, it was **RESOLVED** that the Agenda for the day’s meeting be approved as presented.

**2. Declaration of Conflicts of Interest**

There were no conflicts of interest declared.

**3. Consent Agenda – Minutes of the Committee meeting held on September 11, 2019.**

**ON MOTION** duly made by Wende Cartwright and seconded by Andrew MacLeod and carried, it was **RESOLVED** that the Minutes of the HRGSR Committee meeting held on September 11, 2019 be approved as amended.

**4. Update – Implementation of Recommendations on Governance Related Matters**

Ian Ness provided a report containing an update on implementation of the recommendations from; (i) the December 5, 2018 report of the Office of the Auditor General of Ontario: and (ii) MNP LLP's recommendations on corporate Governance issued in May of 2019. Management responded to questions of the Committee.

Action Item            1. That, going forward, newly appointed director(s) to the Board be scheduled to meet with the Chair of the Board (and any other director designated by the Chair), as part of the formal onboarding process for newly appointed directors.

Action Item            2. That the Evaluation of Board Performance recommended by MNP LLP be carried out as soon as practical.

**5. Quayside Communications Update**

The Committee commended Management for its hard work and dedication in managing communications and public relations following the October 31, 2019 announcement on the resolution of the MIDP Threshold Issues.

Cameron Mackay provided information on the public engagement plan going forward. The Committee noted the information and provided recommendations regarding the plan.

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

In accordance with By-Law No. 2 of the Corporation and **ON MOTION** made by Andrew MacLeod, seconded by Wende Cartwright 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 Closed Session is provided in the minutes of the Open Session of the September 11, 2019 HRGSR meeting, for item 8 is Section 6.1(1)(b), for item 9 is Section 6.1(1)(a) and for item 10 is Section 6.1(1)(b) of By Law No. 2.

The Chair requested members of the public to leave the meeting.

**7. Consent Agenda**

**a) Draft Minutes of the Closed Session of September 11, 2019 HRGSR meeting.**

**8. Determination under Section 2 of the Directors Code of Conduct**

**9. Fundraising Action Plan**

**10. Committee Chair Discussion**

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

**ON MOTION** duly made by Wende Cartwright, seconded by Andrew MacLeod and carried, the Committee **RESOLVED** to go into Open Session. The Chair indicated that it was now in order for members of the public to return to the meeting. Members of the public were invited to join the meeting.

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

**ON MOTION** duly made by Wende Cartwright, seconded by Andrew MacLeod and carried, it was **RESOLVED** that the Minutes of the Closed Session of the HRGSR Committee meeting held on September 11, 2019 be approved as amended.

**ON MOTION** duly made by Wende Cartwright, seconded by Andrew MacLeod and carried, it was **RESOLVED** that the recommendations of Management in relation to the Determination under Section 2 of the Directors Code of Conduct be adopted, **SUBJECT TO** Management obtaining confirmation from external counsel.

Action Item 3. The Committee recommended that, following swearing in of federal cabinet ministers on November 20, 2019, should the minister of infrastructure and communications change, a letter be issued on behalf of the Corporation by the Board Chair welcoming the new minister.

**13. Termination of the Meeting**

There being no further business, **ON MOTION** duly made by Andrew MacLeod, seconded by Wende Cartwright and carried, it was **RESOLVED** that the meeting be adjourned at 9:58 a.m. local time.

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Committee Chair

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Secretary of the Meeting

|                                      |   |
|--------------------------------------|---|
| <b>Purpose</b>                       | For Committee Information   |
| <b>Areas of note/<br/>Key issues</b> | <p>The Corporation is currently in the midst of conducting a review of corporate governance practices and documentation.</p> <p>Over the course of the past year, we have received input from our internal auditor, MNP, from some directors, from management and from our external legal advisors and we continue to gather more information and feedback.</p> <p>We are in the process of reviewing and considering the input received and discussing with our government partners those practices that are within their control.</p> <p>In addition, we are preparing and/ or revising, as appropriate, documentation such as our corporate by laws, role of the board, role of the board chair, role of the corporate secretary, committee mandates, code of conduct for directors, confidentiality agreement and wrongdoing policy. All such documentation will ultimately require approval by the board but, in accordance with our practices and mandates, will be presented to this committee for review.</p> |
| <b>Key Takeaways/<br/>Next Step</b>  | The Committee will be further updated on the status of our governance review process at the next meeting of the Committee.  |

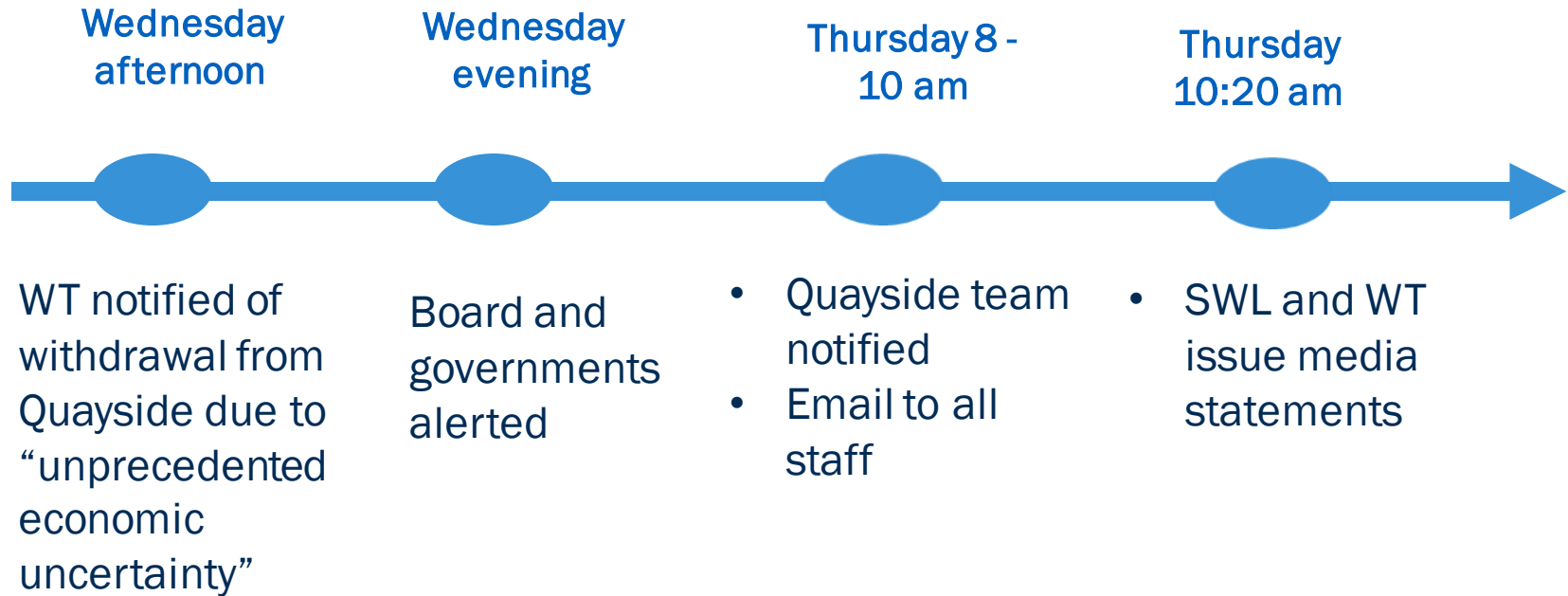
June 11, 2020

# Human Resources, Governance and Stakeholder Relations

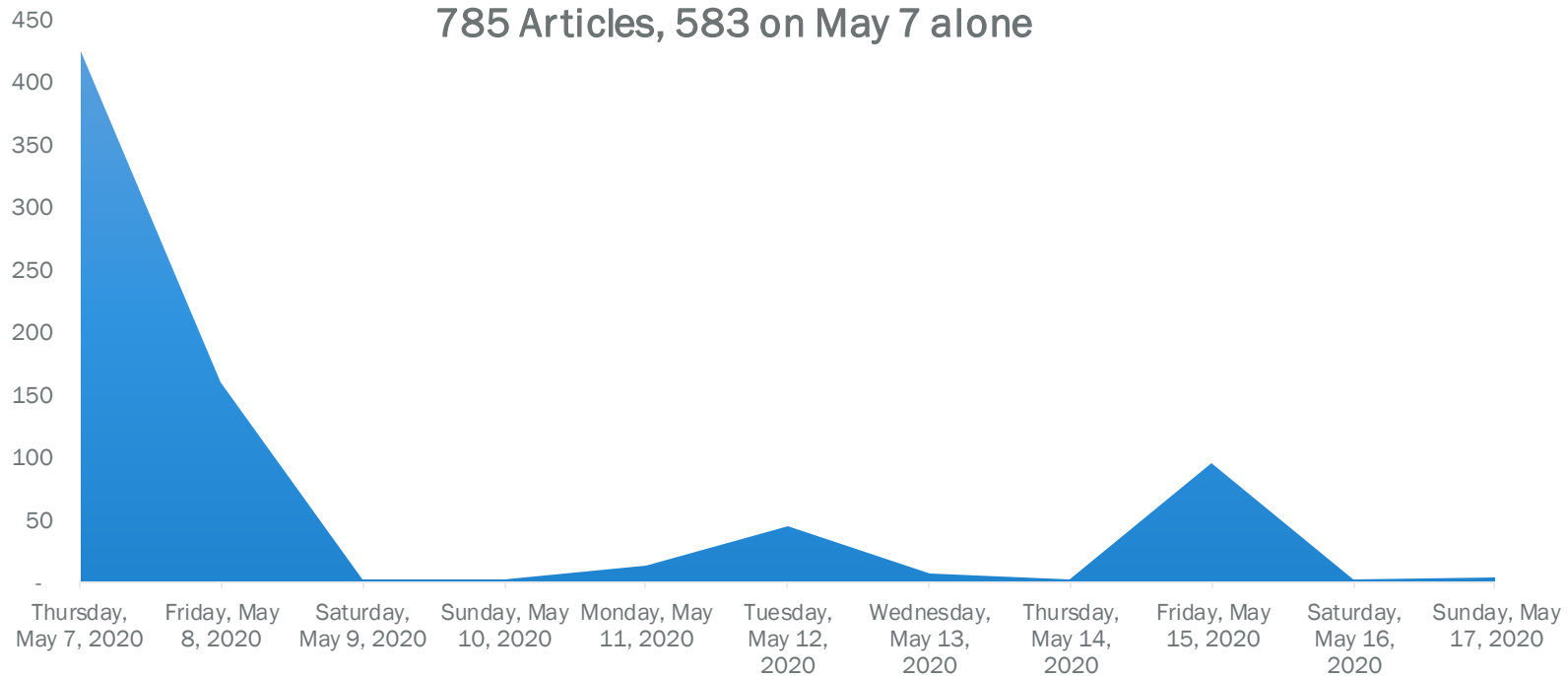
Item 4: Strategic Corporate Communications



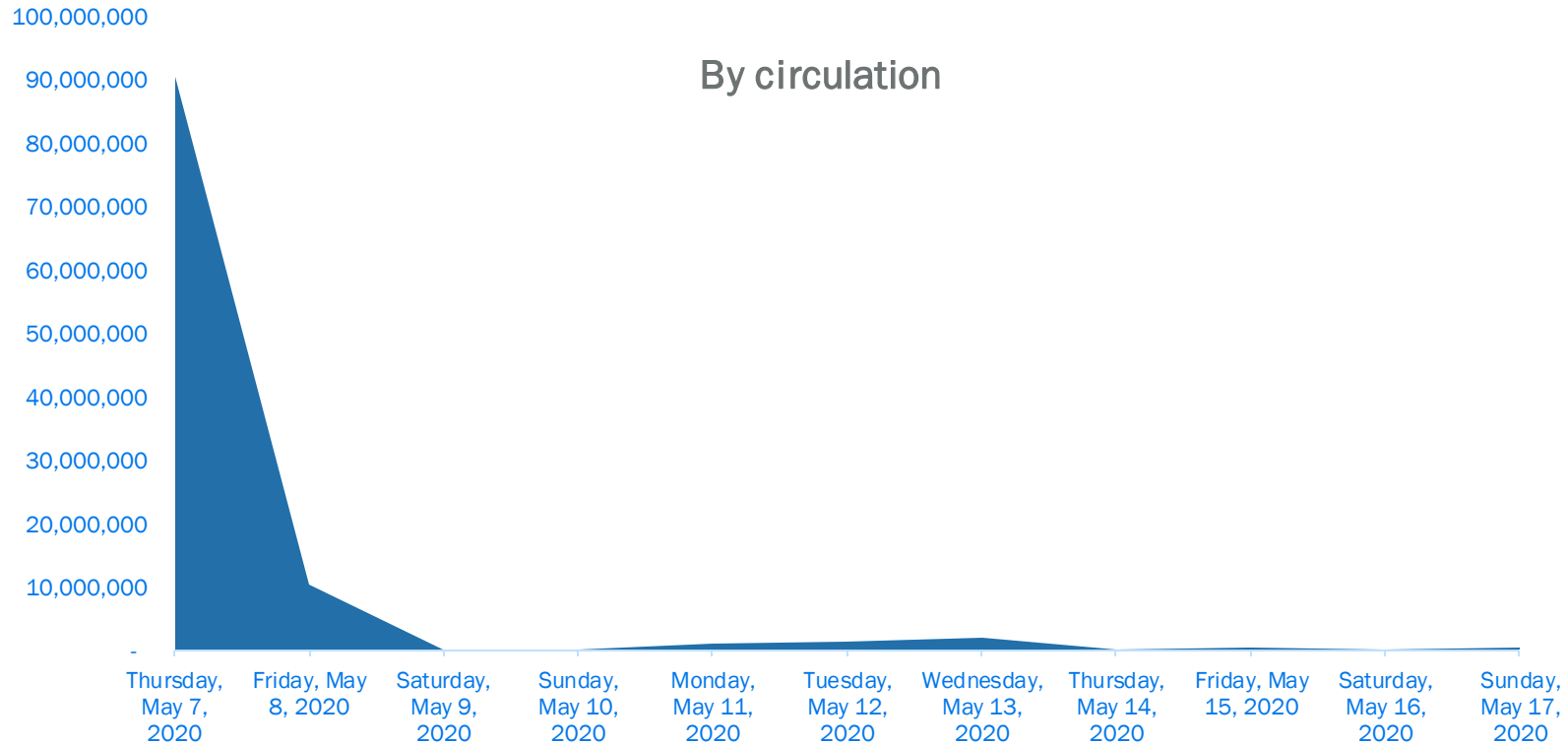
# What happened on May 6<sup>th</sup>



## Lots of coverage, but dropped off sharply



# Major outlets filed and moved on



# Where the narrative landed

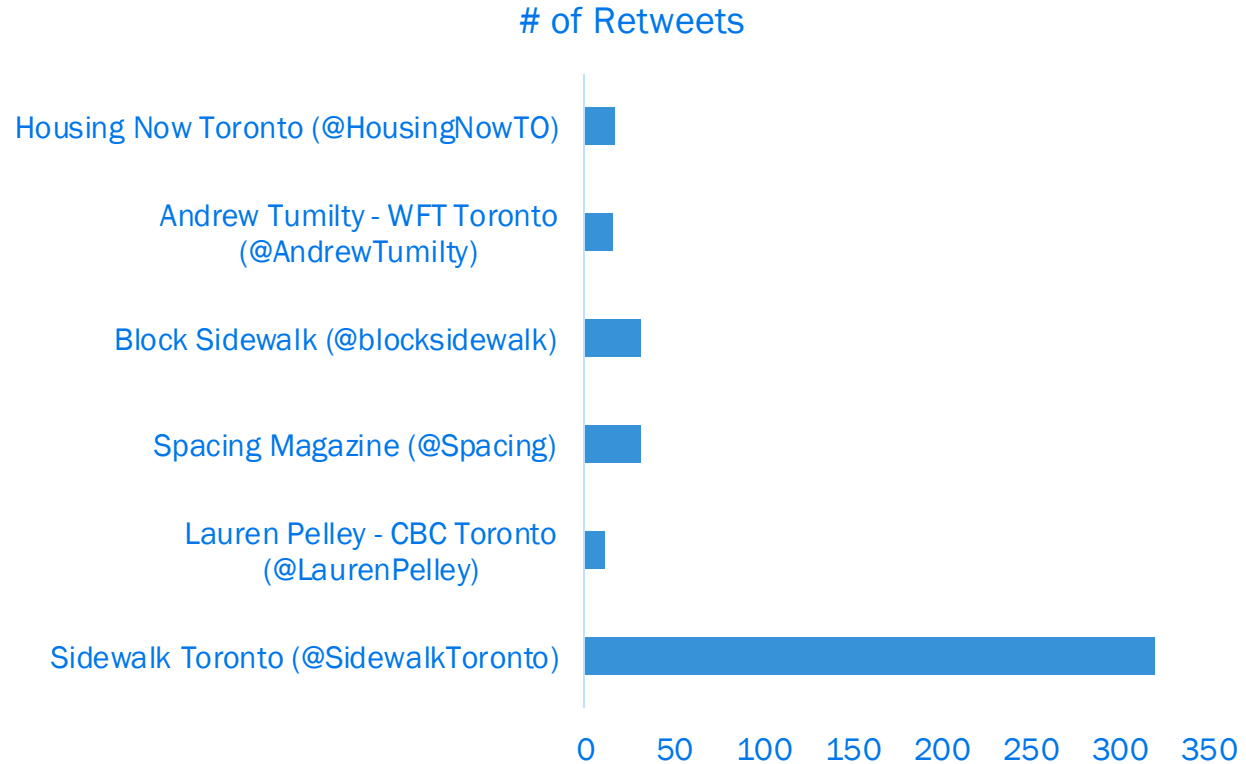


Domestic coverage included excerpts from the statements provided by Sidewalk Labs and Waterfront Toronto, quotes from Mayor Tory and Premier Ford, mentions of the impact of COVID19, and a history of the project since the 2017 announcement of SWL as the proponent.

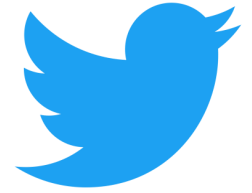
## Headlines:

- “Sidewalk Labs pulls out of Toronto’s Quayside project, blaming COVID19” *Toronto Star*
- “Google affiliate Sidewalk Labs abandons Toronto smart-city project” *Globe & Mail*
- “Sidewalk Labs pulls out of Toronto smart city project after 3 years, citing ‘unprecedented economic uncertainty’” *National Post*

# SWL most prominent on Twitter – Retweets and Mentions



# Top 3 Mentions: SWL, #Blocksidewalk, Spacing



717

 **Sidewalk Toronto**  
@SidewalkToronto

With great sadness and disappointment we announce that [@sidewalklabs](#) will no longer pursue the Quayside project in Toronto. We're grateful to [@WaterfrontTO](#) and all Torontonians who contributed to this effort these past 2.5 years. CEO [@DanDoctoroff](#) has more

47

 **#BlockSidewalk**  
@blocksidewalk

Friends,

It looks like Torontonians will be able to determine the use of our waterfront after all.

[@sidewalklabs](#) pulls out of [#Topoli](#).

Time to re-set this process with or without [@WaterfrontTO](#).

36

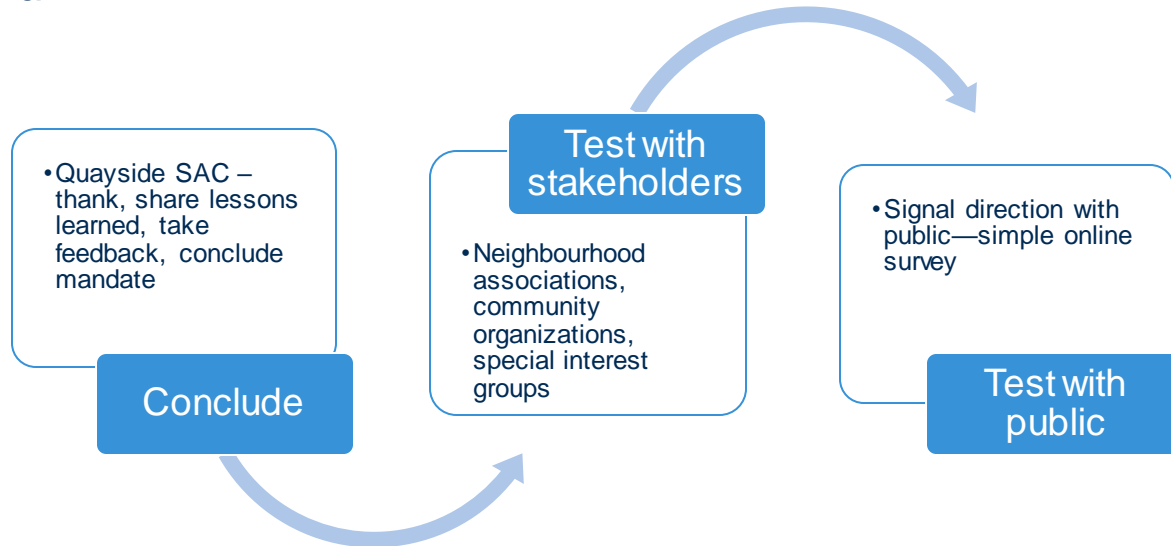
 **Spacing** ✓  
@Spacing

With today's [@SidewalkToronto](#) announcement, [@JohnLorinc](#) says this debate has demonstrated that Torontonians feel a sense of ownership towards the waterfront that runs far deeper than [@WaterfrontTO](#) or [@DanDoctoroff](#) fully realized. [#TOpoli](#) [#Google](#)

# Signaling a bright future

## Strategic imperative:

- Sustain excitement for a next generation community in the East Bayfront
- Use *Lessons Learned* to demonstrate that WT listens and learns
- Create opportunities for stakeholders to have early input into what they want to see in an RFP



# In market now “communicating to educate”

- Social media campaign underway showcasing WT's economic and environmental contributions, its talent and that we are thinking ahead to new post-pandemic reality
- Headlining talent at industry events such as ULI – June 1 & 17th
- Chairman's op-ed: topic TBD

## Positioning for post-pandemic

Waterfront Toronto  
Published by Sprout Social [?] · Yesterday at 11:54 AM · [🌐]

We believe that neighbourhoods work best when they work for everyone. We planned the West Don Lands in 2003 to address the need for housing, public spaces and active transportation. Read more here: <https://bit.ly/2XHbQCY>  
What lessons from this unique neighbourhood can we apply to our ongoing revitalization?

741 People Reached  
51 Engagements  
7 Retweets 18 Likes

Boost Post

2 Comments 2 Shares

## Green Infrastructure

Waterfront Toronto  
@WaterfrontTO

Did you know the Toronto waterfront is already home to some of the greenest buildings in the city? Aqualina at Bayside is Toronto's first ever LEED Platinum residential building. Find out more about this landmark achievement in East Bayfront: [bit.ly/2O6qzDo](https://bit.ly/2O6qzDo)

1:04 PM · May 26, 2020 · Sprout Social

7 Retweets 18 Likes

## Jobs & Economic Recovery

Waterfront Toronto  
@WaterfrontTO

Starting with West Don Lands & continuing with East Bayfront, we create accessible and inclusive neighbourhoods that work for residents, businesses & the environment. Read how we are building on our experience to create even better communities: [bit.ly/2w19ghd](https://bit.ly/2w19ghd)

4:49 PM · May 19, 2020 · Sprout Social

5 Retweets 17 Likes

## Talent

ULI Toronto  
@ULIToronto

The 2020 Spring Meeting Webinar Series is now underway - Don't miss Waterfront Toronto: Toronto's Most Celebrated, Tech-Enabled Development Precinct w/ Melanie Hare @UrbStrat Stephen Diamond @Diamond\_Corp and Kristina Verner @WaterfrontTO  
Visit on [uli.org/2WCs50zLJGZ](https://uli.org/2WCs50zLJGZ) for info.

Melanie Hare  
Moderator  
Urban Strategies Inc.

Stephen Diamond  
Facilitator  
Diamond Corp.

Kristina Verner  
Facilitator  
Waterfront Toronto

1:02 PM · May 22, 2020 · Hootsuite Inc.

4 Retweets 5 Likes



# Appendix: What leaders said following the announcement

“

I want to thank the Board of Waterfront Toronto and specifically Steve Diamond one of the brightest folks I know, when it comes to development and making sure we get a fair deal for the taxpayers.”

Doug Ford, Premier of Ontario

“

We have a tremendous new opportunity to develop Quayside at a time when we are doing everything we can to attract new jobs, and build new housing.”

John Tory, Mayor of Toronto

“

Quayside continues to be an opportunity to develop a neighborhood that serves everyone, while addressing the urban challenges of housing affordability, active transportation, and climate change.”

Joe Cressy, City Councillor Spadina-Fort York

“

“Throughout this process, the staff and leadership team at Waterfront Toronto have continued to show why they are such an important organization in this decade-long task to realize a progressive and dynamic vision for our city.”

Adam Vaughan, MP Spadina-Fort York



a waterfront for everyone





|                                      |   |
|--------------------------------------|---|
| <b>Purpose</b>                       | For Committee Information.  |
| <b>Areas of note/<br/>Key issues</b> | <p>The Human Resources (HR) Update report provides an overview of HR practices of WT for the period April 1, 2019 to March 31, 2020 and other HR related matters going forward. The report provides an overview of:</p> <ol style="list-style-type: none"> <li>1. Recruitment</li> <li>2. Organizational Development/Effectiveness</li> <li>3. Talent/Succession Management - Learning &amp; Development</li> <li>4. Performance Evaluation and Compensation</li> <li>5. Rewards &amp; Recognition</li> <li>6. HR Framework</li> </ol> <p>Some key areas to note in the report are:</p> <ul style="list-style-type: none"> <li>• from March 16, 2020, all staff were required to work remotely due to the COVID Pandemic and productivity has been largely unaffected. Senior Management Team partake in continuous assessment on the impact to WT operations and continue to take directions from public health officials. The CEO issues weekly updates to all staff in this regard.</li> <li>• with respect to the Quayside project, Management is preparing a project implementation plan and timeline which will include a resource plan to bring the project to fruition.</li> <li>• staff year-end employee performance review and evaluation through our Planning for Success (PFS) process was concluded successfully despite challenges with conducting same remotely.</li> <li>• A Wellness Audit conducted through MNP to evaluate and assess WT’s wellness programs concluded that WT supports employee wellness by offering a good range of programs and service through our benefits program, employee assistance program and employer sponsored retirement savings plan.</li> </ul> |
| <b>Next Steps</b>                    | The next HR Update will be provided in Q2 of 2021.  |



# Human Resources, Governance and Stakeholder Relations Committee Meeting June 11, 2020 Item 5 - Human Resources Update Rose Desrochers

The purpose of this report is to provide an overview of Human Resources (HR) practices at Waterfront Toronto. 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 Development and Effectiveness, Talent Management, Performance Evaluation and Compensation, Rewards and Recognition, 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.

The following provides a summary of some of our work with respect to these core elements:

## Recruitment

- As of May 31, 2020, the Corporation's total staff count is 97, distributed as follows:
  - 83 Full time positions (3 of which are currently vacant through regular attrition and the recruitment process is underway and 3 of which are currently being filled by temporary staff members.)
  - 14 Contracted positions (includes long term contracts and short-term contracts for specific project work).
- 2 other positions approved on the 2020/21 Corporate plan are currently on hold.
- Our current practice is to conduct all recruitments in-house, except for the Executive level or other high-profile positions. Available positions are advertised internally, on our website, LinkedIn, Twitter and through professional associations and other job boards. 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. Recruitments that were underway in March were placed on hold due to the COVID-19 pandemic. We have since re-opened them and have continued the recruitment efforts remotely.
- For the period April 1, 2019 to March 31, 2020, Waterfront Toronto's turnover rate for voluntary exits was 10%.
- Last summer, Waterfront Toronto introduced a paid High School Student Work Program. Five high school students were hired on a part time basis throughout July and August, to assist with preparing the office for upcoming renovations. This granted them the opportunity of work experience while allowing us the support we needed to prepare the office.
- Waterfront Toronto had the opportunity to support the placement of five students from the University of Toronto as part of their program, from September 2019 – April 2020. Two students were placed in the Innovation, Sustainability & Prosperity department and three students in the Planning & Design department. The goal of the unpaid placement was for the students to gain both professional and inter-personal skills by being embedded within a team at Waterfront



Toronto. Each student worked out of our office one day per week under the guidance of a staff member to deliver on a specific project.

- For the past twelve years, Waterfront Toronto has had a summer paid intern program for which we hire three to five students from May to August to assist various departments and provide the students with relevant business experiences and mentoring opportunities. Given the current working environment due to COVID 19, a decision was made to not hire students for the summer of 2020.

## **Organizational Development/Effectiveness**

- To enhance the efficiency and effectiveness of the organization, the organization is split into three operating business units (Planning and Design, Development and Project Delivery) and one corporate business unit. Each operating business unit is led by a C-Suite executive, with the corporate business unit currently headed by the CEO.
- Each business unit lead is responsible for delivering on the performance metrics for the particular operating business unit and (with the proactive assistance of the corporate business unit) directly (or indirectly) report to the Board and its standing committees.
- Strong focus has been placed on creating integrated teams for each major project, with an emphasis placed on the importance of a continuous flow of communication within project teams.
- Internal communications is an important component of organizational effectiveness and transparency. We hold Town Hall meetings after every Board meeting to debrief staff and ensure staff are updated on Waterfront Toronto's strategy, priority projects, corporate and organizational changes. We also provide staff with an opportunity to present their projects at the Town Halls, allowing them to improve presentation skills and receive profile for their work.
- With respect to the Quayside project specially, management is preparing a project implementation plan and timeline which will include a resource plan to bring the project to fruition.

## **Talent/Succession Management - Learning & Development**

- As part of Waterfront Toronto's corporate succession management strategy, the updating and enhancement of our succession planning program continues as we identify and mentor leadership candidates and create development plans.
- Appropriate learning and training opportunities are identified and provided for staff as well as support for all professional development memberships.

## **Performance Evaluation and Compensation**

- In 2005, Waterfront Toronto created a Pay for Performance (P4P) system, which is a method of rewarding strong employee performance by offering incentives such as salary increases and variable compensation (when applicable to the role). It is a similar concept to merit pay.
- On an annual basis, employee performance is reviewed and evaluated through our Planning for Success (PFS) process, which rates 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 PFS process consists of three steps:
  - 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;
  - Continuous Feedback (mid-year) - a review of results achieved to date on required responsibilities and specific objectives, and revision of these if required; and
  - 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.
- Through this PFS process, final evaluation rating levels are determined by reviewing a combination of the employee's achievements (what is achieved) for the complete review period as well as the approach the employee used (the how).
- The employee's achievements ("the what") are assessed against the following five evaluation levels used to assess performance:
  - i) Exceeds Expectations (EE) – for an employee who is consistently exceeding expectations of core position responsibilities and learning objectives, and has achieved significant additional results beyond plan;
  - ii) Achieves Expectations Plus (AEP) – for an employee who consistently achieved all core position responsibilities and learning objectives, and has achieved some additional results beyond plan;
  - iii) Achieves All Expectations (AAE) – for an employee who consistently achieved all core position responsibilities and learning objectives;
  - iv) Achieves Some Expectations (ASE) for an employee who achieved some core position responsibilities and learning objectives, however some key expectations were not achieved; and
  - v) Expectations Not Achieved (ENA) – for an employee who has not achieved the position's core responsibilities.
- Performance improvement plans are prepared for employees in the ASE and ENA levels.
- As part of our P4P program, in 2008, the Corporation designed and implemented a Job Evaluation (JE) program for all employees that establishes the relative worth of one job to another by studying and evaluating the content of the job to enhance the pre-established compensation program.
- This JE program:
  - Enables the Corporation to attract, motivate and retain talent;

- Provides a clear, fair and objective approach for determining the relative worth of a position using a job evaluation tool;
  - Provides a salary grade and range for each position that reflects the 50th percentile of the market;
  - Supports a pay for performance culture; and
  - Complies with Ontario Pay Equity Legislation.
- All positions at Waterfront Toronto are evaluated and graded using Waterfront Toronto's JE program, which is a point factor methodology that measures skill, effort, responsibility, working conditions, and other relative factors resulting in each position receiving a total point amount that is banded into a 17 salary grade program covering positions from the bottom of the organization to the top.
  - The salary grades have salary ranges that are broken into three zones, Zone 1 is the hiring zone (in progression), Zone 2 is for fully competent employees (mid-point) and Zone 3 is for long service, above-average performing employees (above midpoint).
  - All employees 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.
  - Variable compensation, for those eligible, is based on agreed goals and objectives and forms part of the contractual employment agreement.
  - For those employees who are at the top of their salary grade range, any P4P increase will be given as a one-time adjustment as recognition for performance.
  - Salary progression within a salary grade and pay for performance are critical for driving a high-performance workforce for optimizing organizational performance and for being able to effectively recruit and retain talent.
  - This year, with the help of our external consultant, H. Wilkinson Consulting Group, our 2019 Pay Equity Plan was completed with no salary adjustments required, and all outstanding and new jobs have been formally evaluated.

## Rewards & Recognition

- As part of a retention plan, we continuously explore new initiatives related to hours of work, telecommuting, work-life balance, professional development, corporate social responsibility, "above and beyond" recognition, and internal communications.
- As part of work life balance, we are researching creative ways to enhance our Hours of Operation and Working Remotely guidelines in order to provide flexibility for employees to schedule their work week to accommodate personal and family commitments, where possible, while still ensuring there is consistency in service and scheduling of hours of work for all departments. One of the ways we accomplished that last summer was by introducing a Summer Hours Pilot program, where we offered staff the opportunity to work a compressed workweek throughout the month of August, to earn a full or half day off on the Friday. The pilot was well received and once complete, we sent a survey out to gather feedback. The survey revealed a 70% participation rate, an 83% satisfaction rate, and 91% would like to see the program continue. The pilot was

appreciated by most staff and the hope is to continue this program in future years to allow for more flexibility in the summer months.

- Currently, our Remote Work Guideline allows for employees to work remotely from time-to-time to accomplish key deliverables or specific tasks in a location that is distraction free and/or to accommodate a flexible workday. While in the process of reviewing and considering modifications to this guideline to allow for more flexibility in working remotely, the COVID-19 pandemic occurred which caused all staff to work remotely from March 16, 2020 onwards. Although this has been unprecedented times, it has been an excellent trial period and all staff are continuing to deliver on set objectives which move the Corporation's mandate forward. We will consider and review how this will affect the guideline moving forward.
- As part of focusing on learning and development and providing employees the opportunities to learn and grow and acquire new skills and knowledge, we continue to ensure that staff Learning and Development Plans, which are part of the employee performance evaluation program, are met and monitored regularly for progress. We also strive to bring in-house at least two skills development workshops per year.
- As part of recognition and rewards, the Service Awards program was created in May 2014. In the six years since the program started 5 staff members have received their fifteen-year service award, 28 staff have received their ten-year service awards and 61 staff have received their five-year service awards, which are presented at Staff Town Halls. The Service Awards are very well received and do much to demonstrate Management's recognition of the longevity, loyalty and hard work that is characteristic of many staff.
- As part of corporate social responsibility, the Volunteer Leave guideline was created to encourage employees to engage in community volunteering activities and corporate social responsibility activities by allowing one day leave of absence with pay, per calendar year.
- The Social Committee, which is led by HR and comprised of approximately 10 employees from across the organization, plans and hosts several events each year to engage staff. This past year, there were potlucks, an outdoor picnic, a holiday luncheon, a pancake breakfast, and a few fun competitions including guessing how much all of your belongings in the office weigh while packing for the renovations. These events are put on with contributions or small entry fees from all staff. These light social events provide an opportunity to strengthen working relationships between staff and enhance moral.
- We continuously research more creative ways to broaden our rewards and recognition program for the upcoming year.

## HR Framework

- Waterfront Toronto currently has 35 Corporate Human Resources guidelines, which clarify working rules for the staff and which are developed and updated as required.
- Waterfront Toronto offers a competitive and comprehensive benefits package with medical, dental, life insurance, long term disability, accidental death and dismemberment coverage. This year we allowed contract staff the opportunity to join the plan after 24 months of service. This was a way to reward and incentivize long term staff who remain on contract.

- Waterfront Toronto also has an Employee Assistance Program (EAP) that assists employees and their families with personal problems and/or work-related problems that may impact their job performance, health, mental and emotional well-being. This program offers free and confidential assessments, short-term counseling, referrals, and follow-up services for employees and their household members. While this program was previously only offered to fulltime employees, we recently made it available to all staff (including contract staff) recognizing importance of supporting all employees.
- The Corporation also offers all fulltime employees a matching RSP contribution program to a maximum of 6% of their annual salary or 50% of CRA's annual maximum, whichever is less.
- A Wellness Audit was conducted through MNP this year to evaluate and assess our wellness program's alignment to Waterfront Toronto's strategy and to practices of comparable organizations. The audit reviewed our benefits package, EAP plan, RRSP program, and several wellness related guidelines. The overall conclusion was that Waterfront Toronto supports employee wellness by offering a good range of programs and services through our benefits program, employee assistance program and employer-sponsored retirement savings plan.
- In addition to identifying several areas of strength, including above average utilization and user satisfaction compared to other organizations, MNP identified four recommendations (two medium and two low risk) and we are actively implementing the recommendations provided to continue to enhance our program.
- The Joint Health & Safety Committee (JHSC) is composed of staff members that together are mutually committed to improving health and safety conditions in the workplace; the JHSC stimulates or raises awareness of health and safety issues in the workplace, recognizes and identifies workplace risks and develops recommendations for the employer to address these risks. The JHSC meets on a quarterly basis, conducts monthly workplace inspections and makes written recommendations to Management for the improvement of the health and safety of workers.
- The JHSC has played an integral role in the COVID-19 Pandemic planning, meeting more regularly and making recommendations to the Senior Management team for strategies to help preserve the health and safety of our employees.
- This year 5 members of the JHSC participated in Standard First Aid & CPR-A training, to ensure that there is at least one person on site at the office who is trained in case of emergency. This two-day certification course is valid for 3 years until it will require renewal.
- There was one reportable Health and Safety incident in the Waterfront Toronto office since the last report, an employee accidentally injured themselves in the kitchen when they knocked over a glass.
- As Waterfront Toronto is deemed to be a large employer in the construction industry under Workplace Safety and Insurance Board (WSIB) policies and has been recognized as an employer "achieving and maintaining zero injury, illness and fatalities," which has resulted in a reduction of our premiums as well as validating our internal health and safety practices by receiving a refund of our WSIB employer premiums paid for the past ten years for a total of \$376,031.



**Human Resources, Governance and Stakeholder Relations**  
**June 11, 2020**  
**Item 6 – Staff Salary Adjustments for 2019/20**  
**G. Zegarac**

|                                      |   |
|--------------------------------------|---|
| <b>Purpose</b>                       | For Committee Information   |
| <b>Areas of note/<br/>Key issues</b> | <p>The Staff Salary Adjustments for 2019/20 report consists of two reports as follows:</p> <p><b>a) Salary Comparatives from 2019/20:</b></p> <p>Due to the current COVID-19 pandemic situation, and the inability of our traditional benchmarking peers to supply current data, we included historical salary comparatives trend data collected for the past five years comparing WT’s mid-level salary merit adjustment to others.</p> <p><b>b) Summary of Base Compensation Adjustments:</b></p> <p>This report highlights 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 2019/20 Planning for Success (PFS) rating results for all 71 eligible staff below the CEO:</p> <ul style="list-style-type: none"> <li>• Exceeds Expectations (EE) Rating – 9 staff = (12.7%)</li> <li>• Achieved Expectations Plus (AEP) Rating – 27 staff = (38.0%)</li> <li>• Achieved All Expectations (AAE) Rating – 30 staff = (42.3%)</li> <li>• Achieved Some Expectations (ASE) Rating – 1 staff = (1.4%)</li> <li>• Expectations Not Achieved (ENA) Rating – 4 staff = (5.6%)</li> </ul> <p>This year’s proposed salary merit adjustments total \$69,985 which is 0.79% of the total payroll base for 72 eligible staff. These salary merit adjustments are well below the 2.5% that was included in the Board-approved 2020/21 Corporate Human Resources and Payroll budget.</p> |
| <b>Next Steps</b>                    | Staff Salary Adjustments for 2020/21 will be provided in Q2 of 2021   |

Due to current COVID-19 pandemic situation and the inability of our traditional benchmarking peers to supply current data, below is historical salary comparatives trend data collected for the past five years comparing WT’s mid-level salary merit adjustment in to others:

|  | <u>2015/16</u>   | <u>2016/17</u>  | <u>2017/2018</u>  | <u>2018/2019</u>   | <u>2019/2020</u>   |
|--|--|---|---|--|--|
| <b><u>Stakeholders</u></b>               |  |   |   |  |  |
| City of Toronto (based on calendar year) | 0% - 3%  | COLA adjustments of 1.25% and merit increases ranging from 0% - 4.5%  | COLA adjustments of 1.25% and merit increases ranging from 0% - 4.5%                          | COLA adjustments of 1.25% and merit increases ranging from 0% - 4.5% | COLA adjustments of 1.25% and merit increases ranging from 0% - 4.5% |
| Province of Ontario                      | Information requested but never received   | COLA adjustments of 6.4% for all non-union staff to make up for salary bands being frozen at 2009 rates; No P4P merit increases awarded | COLA adjustments of 3.9% for all non-union staff and P4P merit increases ranging from 0% - 5% | Information requested but never received                             | Information requested but not yet received                           |
| Government of Canada                     | COLA amount was given as was P4P. At Director level & above, no COLA just P4P. No % were confirmed | Information requested but never received  | Information requested but never received  | Information requested but never received                             | Information requested but not yet received                           |
| <b><u>Other Agencies</u></b>             |  |   |   |  |  |
| Infrastructure Ontario                   | 2% merit increases to earners under \$100K & no increases to earners over \$100K                   | 2% merit increases to earners under \$100K & no increases to earners over \$100K  | 0% - 2.5% merit increases to earners below the SVP & Executive level                          | Merit is 2% - 5%   | Merit is 2% - 5%   |
| Metrolinx                                | 0%-4.25%   | 0%-2.5%   | 0%-5.5%   | 0%-4.5%  | 0%-4.5%  |
| TTC                                      | 1.5%   | 1.75%   | 1.75%   | 1.75%  | 1.75%  |
| Toronto Global                           |  |   |   | COLA 2.5%  | COLA 2.5%  |
| TCHC                                     |  |   |   | Average is 2.5%  | Average is 2.5%  |
| <b><u>Third Party Sources</u></b>        |  |   |   |  |  |
| The Toronto Board of Trade               | 2.5 %  | 2.3%  | 2.4%  | 2.3%-2.5%  |  |
| Conference Board of Canada               | 3.0%   | 2.5%  | 2.4%  | 2.4%   | 2.6%   |
| Mercer                                   | 3.0%   | 2.8%  | 2.6%  | 2.4%   | 2.5%   |
| The Hay Group                            | 2.6%   | 2.4%  | 2.2%  | 3.0%   | 2.6%   |
| Morneau Shepell                          | 2.8%   | 2.5%  | 2.1%  | 2.3%   | 2.6%   |
| Statistics Canada (CPI)                  |  | 2.3%  | 2.1%  | 2.2%   | 2.5%   |
| 4 Private Sector Companies               | 0%-3.2%  | 0% -3.5%  | 0%-3.8%   | 0% - 4.5%  | 0% - 5%  |
| <b>WT (midpoint)**</b>                   | <b>1.75%</b>   | <b>2%</b>   | <b>2%</b>   | <b>2.5%</b>  | <b>2.5%</b>  |
| <b>WT range**</b>                        | <b>0% - 3.5%</b>   | <b>0% - 4.25%</b>   | <b>0% - 4.25%</b>   | <b>0% - 4.5%</b>   | <b>0% - 4.25%</b>  |

\*Salary comparative information is collected by Waterfront Toronto where publically available or by actual request.

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## **SUMMARY OF BASE COMPENSATION ADJUSTMENTS**

The year 2019/20 was an extremely busy and monumental year for Waterfront Toronto. Organizationally, Waterfront Toronto welcomed its new CEO on August 19, 2019 after the much-appreciated leadership of Interim CEO Michael Nobrega.

Understandably, much of the resource and public attention were focused on the Quayside and the Port Lands Flood Protection Project. However, there is so much that has been accomplished in addition to these two projects over this past year. Some examples of our accomplishments this year include:

- Improved support for Board, providing timely and quality material by briefing Chair and Chairs of committees in advance and offering briefings to other board members on various matters to improve efficiency of meetings by improving understanding of the materials at the board.
- Implementing our largest, complex infrastructure program on the Waterfront, the \$1.2 B Port Lands Flood Protection (PLFP) Project. Over the past year a list of examples of accomplishments include: purchasing of firehall, demolition of buildings, commencement with cut-off walls construction, Cherry Street stormwater/lakefill and Keating Chanel improvements, and commencing Commissioner Street reconstruction. The major focus has been the river excavation which is well underway. Managed the 30% and 60% design stage gates successfully estimating and risk managing project.
- Design leadership on all aspects of the Port Lands Flood Protection Project, including parks, roads, bridges and the river valley.
- Completion and opening of Aitken Park and design of York (Love) Park.
- Significant enhancement of the performance of the Design Review Panel and received overwhelmingly positive response from City Planning staff regarding the operation of the Panel and observed a marked increase in the number of projects referred to the Panel by City Staff.
- Put in place a structure to address the operational concerns of city council and staff regarding operational cost of maintaining parks that are turned over to them (included operational staff from city on design committee right from the beginning of project).
- Conducted research in support of CEO to look at attributes of recognized successful waterfronts across the world in context of support for WT's strategic plan and the future of Quayside.
- Delivered a successful public art program including installation of Aitken Place Park and the successful partnering to assist in the very successful Toronto Biennial of Art.
- Ensured good liquidity position and stayed within budget.



- Appeared before the provincial Standing Committee On Public Accounts assuring the public on integrity and value for money of our Quayside project.
- Prepared October 31<sup>st</sup> Threshold terms sent to Sidewalk Labs and agreed to by Sidewalk.
- Evaluated MIDP and received support from IREQ to proceed to negotiations.
- Held extensive public consultations, including 4<sup>th</sup> round held successfully in March.
- Prepared draft Overall Agreement Term Sheet, approved by IREQ and Board, for June consideration by Sidewalk Labs.
- Engaged in legal defense of the CCLA legal challenge.
- Although the Quayside project dominated the public and corporate attention, a number of other development projects proceeded in East Bayfront and West Don Lands: including but not limited to: closing of Aqualuna, registration of Aquavista; occupancy of Artscape; construction of Aquabella; West Don Lands Development Agreement executed with Anishnawbe Health Toronto and the closing of Re kai Long Term Care with IO.
- Enhanced appropriate internal controls to address fraud and cybersecurity risks including providing training to staff.
- Completed annual report and 5 year rolling plan approved by board by December 31, 2019.
- Completed the Fundraising Action Plan that was presented to the Board December 5, 2019, approved via the Rolling Five Year Strategic Plan.
- Completed priority work on Destination playground and work with the City on Jack Layton Ferry terminal is well underway to support CreateTO in negotiations.
- Received government borrowing consent from City of Toronto on January 29, 2020 and consent in principle from the Province and Federal government; awaiting formal approvals which were delayed because of COVID-19.
- Substantially completed 100% of OAG recommendations (note: document archive/retention policy to be finalized).
- The Enterprise Risk Planning (ERP) system went live December 2019; the new ERP system is meant to upgrade Waterfront Toronto's financial management systems to manage large projects such as the PLFPP; also, the operationalization of the ERP system will address all of the important concerns raised in the OAG Report.
- Updates to several human resources plans, including pay equity and employee performance reviews and rigorous evaluation processes.

- Implemented a summer student work program for high school students last summer.
- Planned office renovations were completed by December 31, 2019 on budget.
- Determined COVID 19 essential workplace criteria and impact on WT Staff and projects.  
and
- Managed COVID impact on Staff through IT resources and Joint Health and Safety Committee Leadership.

The combination of day-to-day work and major projects meant the Staff has had to deliver on their day-to-day project responsibilities as well as undertake corporate-wide work, resulting in heavy workloads. These results happened as a result of extraordinary staff commitment and exceptional performance.

I am pleased to provide my compensation recommendations to recognize the exceptional efforts for 2019/2020 that our Team has accomplished.

The following is a summary of the 2019/20 PFS rating results for all eligible staff:

71 Staff below the CEO:

- Exceeds Expectations (EE) Rating - 9 staff = (12.7%)
- Achieved Expectations Plus (AEP) Rating – 27 staff = (38.0%)
- Achieved All Expectations (AAE) Rating – 30 staff = (42.3%)
- Achieved Some Expectations (ASE) Rating – 1 staff = (1.4%)
- Expectations Not Achieved (ENA) Rating – 4 staff = (5.6%)

For comparison purposes, the results for 2018/19 for the 61 Staff below the CEO were:

- Exceeds Expectations (EE) Rating – 13 staff = (21.3%)
- Achieved Expectations Plus (AEP) Rating – 33 staff = (54.1%)
- Achieved All Expectations (AAE) Rating – 13 staff = (21.3%)
- Achieved Some Expectations (ASE) Rating – 2 staff = (3.3%)
- Expectations Not Achieved (ENA) Rating = 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.

This year's proposed salary merit adjustments total \$69,985 which is 0.79% of the total payroll base of \$8,894,132 (of the 72 staff eligible for salary treatment at March 31, 2020).

These salary merit adjustments are well below the 2.5% estimate that was included in the Board-approved 2020/21 Corporate Human Resources and Payroll budget of \$16.1 million.

The CEO will discuss his recommendations and further restraint measures with the Committee at the meeting.



**Human Resources, Governance and Stakeholder Relations (HRGSR)  
Committee - June 11, 2020  
Item 13 – Resolutions Arising from the Closed Session  
HRGSR Committee Members**

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**ON MOTION** duly made by [•] and seconded by [•] and carried, it was **RESOLVED** that the Minutes of the Closed Session of the HRGSR Committee meeting held on November 13, 2019 be approved as tabled.