

This report is provided to the Board for information purposes.

The Chairs Committee met on November 16, 27 and 29 to discuss human resources (HR) as well as Board and Committee meeting matters.

I wish to report on two items:

- i) Recruitment Status Update; and
- ii) 2018/19 HR Budget.

Recruitment Status Update

- Rose Desrochers, Director, Human Resources & Administration, provided an update on the status of the Corporation's 2017/18 Recruitment and Hiring Plan, which provides for 16 additional positions as per the approved 2017/18 Corporate Plan Amendment;
- The recruitment activities are on track and management expects to have all vacant positions filled by January 1, 2018.

2018/19 HR Budget

- The Chairs Committee reviewed in detail the 2018/19 HR budget of \$15.2 million (headcount of 99 positions) proposed by management, which represents an increase of \$4.0 million (19.5 positions) compared to the 2017/18 Amended HR Budget;
- The Chairs Committee noted that management has completed a substantial amount of due diligence with respect to the development of this HR Budget. In particular, management has held individual HR planning and executive team strategic planning meetings to develop this plan, based on the collective experience of the senior management team.
- Management has validated key areas of this budget with third parties, particularly those that relate to permanent hires such as the Port Lands Flood Protection project. For example:
 - The additional hires (5.5 in this plan) and organization chart for the Port Lands Flood Protection project and those related to the establishment of a Program Management Office (2 positions) have been developed by Waterfront Toronto's Chief Project Officer in collaboration with the Construction Manager (Ellis Don) and other third party global experts on building flood mitigation infrastructure.
- Management also highlighted to the Chairs Committee that 10 of the 19.5 new hires are contract positions which provide budget flexibility, particularly given that some of these (6.5) are contingent on completing a detailed review of the Quayside project budget to determine what HR areas could be funded by the Corporation's Innovation and Funding partner. The proposed 9.5 permanent positions are fully funded.
- As a further due diligence initiative, Management proposed that the Corporation's internal auditors perform a review of the proposed HR Budget and Capacity Plan to determine if the Corporation is suitably "right-sized" in terms of skill sets and bench strength to successfully deliver on Waterfront Toronto's 2018/19 Strategic Objectives. The Committee decided not to proceed with this review at this time.
- The Chairs Committee recommended changes to the HR Budget to further strengthen the Corporation's capacity; these changes result in an increase of \$0.2 million to the total HR Budget.
- The Chairs Committee has recommended that the revised 2018/19 HR budget totalling \$15.4 million be incorporated into the 2018/19 Corporate Plan.