



**Finance, Audit and Risk Management Committee – June 1, 2017**  
**Item 12 – Organizational Delivery and Risk Mitigation Strategy**  
**Will Fleissig**

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Since the adoption of the 17/18 Corporate Plan, we know now with more certainty that governments are pursuing approvals with regard to tri-government funding of Port Lands Flood Protection beginning this year and we know also that we will in all likelihood be advancing with a Quayside partner this fall. As a result, we anticipate that Waterfront Toronto's Capital budget could increase significantly starting later this year and continue for the coming 5-7 years to undertake the Port Lands Flood Protection and Enabling Infrastructure Project, with a proposed \$1.25 Billion capital budget.

Given the current and anticipated scale of the infrastructure delivery programs for 2017 and beyond, Management has embarked on four parallel initiatives to integrate the appropriate reporting systems, risk and project controls as we ramp up to successfully execute on these and other projects. Our work also addresses the interest of the Board of Directors and governments that Waterfront Toronto build upon its organizational capacity and its risk management framework to ensure appropriate oversight, reporting and risk mitigation measures.

We will continue to engage the FARM Committee on the above initiatives as well as any proposed budget amendments to the 17/18 Corporate Plan.

The attached chart describes the four work streams we are implementing as part of management's organizational delivery and risk mitigation strategy review.

### **Highlights**

- Organizational Transformation
  - To position Waterfront Toronto for success in delivering the next phase of revitalization, over the course of June through September we will identify the necessary resources for project implementation.
  - The implementation of the visioning work that had been undertaken will continue so that the team is equipped with the tools and necessary clarity to perform at a high-level. This organizational acceleration will be an ongoing focus as we prepare for both the Port Lands and Quayside projects.
- Corporate Plan Update and Priorities
  - Any required adjustments to the 2017-2018 Corporate Plan will be undertaken throughout the second quarter.
  - A revised 2017-2018 Plan, reflecting budget and resource adjustments will be provided to the FARM Committee at the August 2017 meeting for approval prior to the September meeting of the Board of Directors.
  - Development of the 2018-2019 Corporate Plan will commence in September, with a draft being presented to FARM Committee in November. The 2018-2019 Plan will then be tabled for adoption by the Board of Directors in December.

- Risk Assessment and Reporting

- The June 1, 2017 FARM Committee agenda includes a draft document describing the current risk universe for Waterfront Toronto. The document is a working document currently being reviewed and revised by an internal team to identify corporate vulnerabilities.
- Preliminary areas of concern that have been identified include Waterfront Toronto's technology infrastructure as well as overall resource levels required for project implementation.
- Once the internal review has been completed we intend to have a third-party conduct a peer review of our key findings and recommendations to ensure corporate vulnerabilities can be mitigated in a timely and effective manner.

- Risk Mitigation and Resources

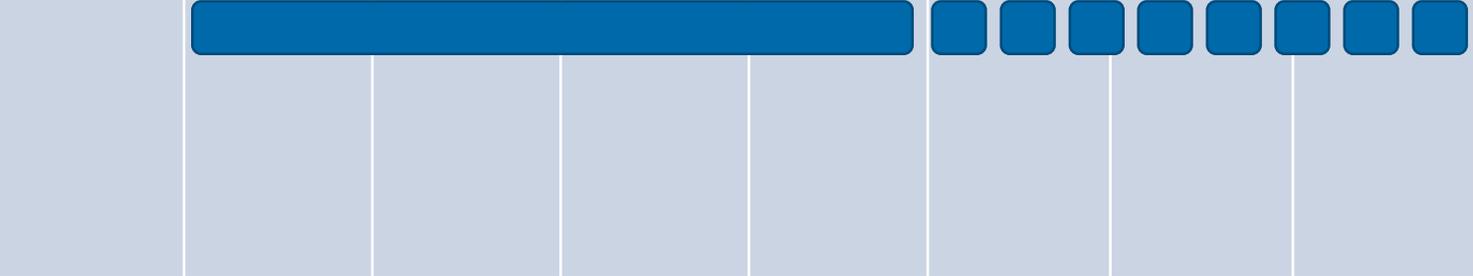
- Efforts are underway to refresh measures to reduce corporate vulnerabilities across a variety of dimensions, including but not limited to: human resources (e.g. recruitment, retention and succession planning), technology (e.g. ERP/PMIS migration), and a review of the existing contingency plans and resiliency protocols.
- The establishment of appropriate mitigation strategies and protocols will be a focus through to late October 2017.



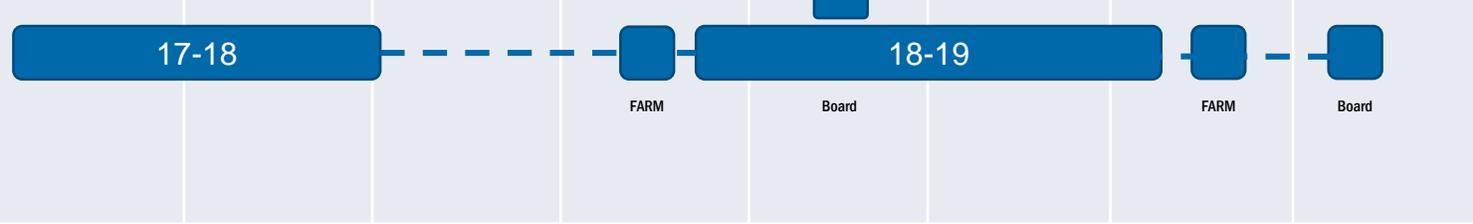
2017

Milestone	May	June	July	Aug	Sept	Oct	Nov	Dec
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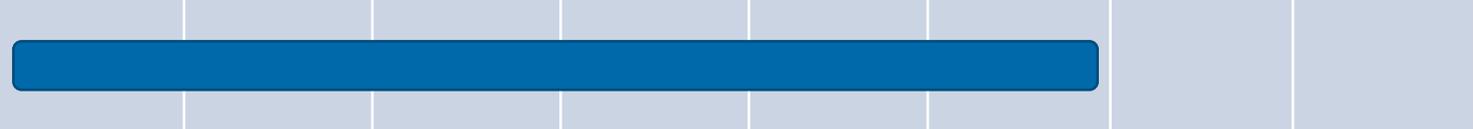
**Organizational Transformation**  
**Team Cohesion**  
 1. Enable executive team to operate as a high performing team.  
 2. Enhance decision making & priority setting (bandwidth)  
 3. Provide developmental coaching for executive team members as required  
**Changing Culture-Methods & Alignment**  
 1. Clarify Core Values  
 2. Enhance Meeting Quality & Effectiveness  
 3. Embed the Conversation Tools



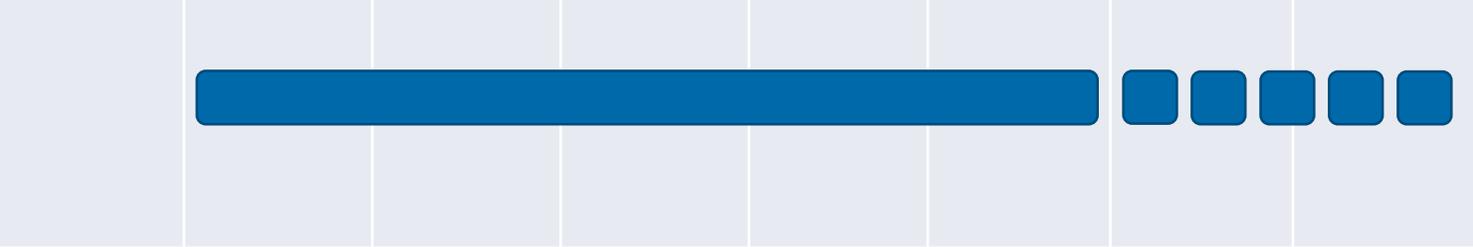
**Corporate Plan**  
 1. Clusters/Snowballs  
     • Existing Projects  
     • Port Lands  
     • Quayside  
     • Other Critical Snowballs  
 2. Priorities/Pluses



**Risk Assessment & Reporting**  
 1. Current Risk Universe & Vulnerabilities  
 2. Staff Skills & Organizational Capacity  
 3. Peer Review – Risk Assessment & Management Resilience



**Risk Mitigation & Resources**  
 1. Staff, Consultants & Outsourcing  
 2. Succession Planning  
 3. Audit Strategy  
 4. Contingency Plans  
 5. Resiliency Protocols  
 6. Metrics & Measures  
 7. Technology & Office Space



**Key Board Meetings**  
 1. FARM Committee  
 2. Governance Committee  
 3. Full Board

	1- June 1 3 - June 13		1- Aug 24	2- Sept 2 3 - Sep 14* *Amended 17-18 Corp. Plan	3- Oct 26	1 - Nov 30** **18-19 Draft Corp. Plan	3 - Dec 7** **18-19 Corp. Plan Adopted
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