



WATERFRONTToronto

Human Resources, Governance and Stakeholder Relations Committee

Agenda and Meeting Book

MONDAY, JUNE 10, 2024 FROM 1:00 PM TO 3:00 PM

MICROSOFT TEAMS



WATERFRONToronto

Human Resources, Governance and Stakeholder Relations Committee

Open Session Agenda

1:00 p.m.	1. Land Acknowledgement	Information	W. Cartwright
1:05 p.m.	2. Motion to Approve Meeting Agenda	Approval	All
1:10 p.m.	4. Consent Agenda		
	a) DRAFT Minutes of the Open Session March 7, 2024 HRGSR Committee Meeting - 4	Approval	All
	b) Environmental, Social, and Governance (ESG) Update - 7	Information	L. Taylor
	c) Human Resources Report	Information	R. Desrochers
	Coversheet - 9		
	Report - 10		
	HR KPIs - 13		
	Org Chart as of March 31, 2024 - 14		
1:20 p.m.	5. 2023-24 Corporate Accomplishments	Information	G. Zegarac
	Coversheet - 15		
	Report - 16		
1:30 p.m.	6. New Director Onboarding	Information	I. Ness
	Coversheet - 24		
	Onboarding Outline - 25		
1:40 p.m.	7. Motion to go into Closed Session	Approval	W. Cartwright

Closed Session Agenda

The Committee will discuss items 8, 9, 10 and 14 being consideration of the minutes of the Closed Session March 7, 2024 HRGSR Committee meeting, Strategic Communication, Year-end Performance Assessment for the CEO & Executives, and Directors Only, 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 March 7, 2024 HRGSR Committee meeting contained in item 4(a) of this agenda, for item 9 is Section 6.1.1(k) and for items 10 and 14 is Section 6.1(1)(b) of By-Law No. 2. The Committee will reconvene in public session at the conclusion of the closed session discussions in order to vote on any matters requiring decisions that were considered in the closed session.

Closed Session - 26

2:20 p.m.	11. Motion to go into Open Session	Approval	All
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Open Session Agenda

Open Session - 27

2:25 p.m.	12. Resolution Arising from the Closed Session	Approval	W. Cartwright
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Form - 28

2:30 p.m.	13. Motion to Terminate the Meeting	Approval	W. Cartwright
2:30 p.m.	14. Directors Only Session, if any	Information	All
FYI	Next Meeting: Thursday, September 12, 2024	Information	All

Upcoming Board & Committee Meeting Schedule - 29

**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, March 7, 2024 at 9:00 a.m. local time**

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

REGRETS: None

ATTENDANCE: **WATERFRONT TORONTO**
George Zegarac - President and CEO
Ian Ness - General Counsel
Lisa Taylor - Chief Financial Officer
Chris Glaisek – Chief Planning and Design Officer
Kevin Greene - Chief Operating Officer
David Kusturin – Chief Project Officer
Julius Gombos – SVP, Project Delivery
Pina Mallozzi – SVP, Design
Kristina Verner - SVP Strategic Policy & Innovation
Cameron MacKay - VP, Strategic Communications and Engagement
Rose Desrochers - VP Human Resources and Administration
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:

- Jack Winberg, Drew Fagan, Directors, Waterfront Toronto
- Vania Emerson, Anamika Srivastava, Stephanie Alessi, Infrastructure Canada
- Bill Raymond, Ontario Ministry of Infrastructure

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 Paul Khawaja, and seconded by Rahul Bhardwaj and carried, it was **RESOLVED** that the Agenda, as revised, for the day's meeting be approved.

3. Declaration of Conflicts of Interest

There were no conflicts of interest declared.

4. Consent Agenda

a) Draft Minutes of the Open Session of the Committee meeting held on November 9, 2023

ON MOTION duly made by Rahul Bhardwaj, seconded by Paul Khawaja and carried, it was **RESOLVED** that the Minutes of the Open Session of the HRGSR Committee meeting held on November 9, 2023 be approved, as tabled.

b) Environmental, Social and Governance (ESG) update

Lisa Taylor, Chief Financial Officer provided a report on ESG which was taken as read. Ms. Taylor highlighted the accessibility internal audit, as well as the activities of the Accessibility Advisory Committee and agreed to distribute related information to directors for their information.

c) Human Resources (HR) Update

Rose Desrochers, VP Human Resources & Administration provided 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.

5. T3 Office Move Update

Rose Desrochers, VP Human Resources & Administration provided an update on the recent Waterfront Toronto corporate office move to T3 Bayside, located at 251 Queens Quay East. The report highlighted that the move to T3 Bayside was due to the favourable economic scenarios combined with a desire to lead the way for others to locate on the waterfront. The physical move happened in December 2023 and January 2024, and the occupancy space was reduced from 19,000 square feet to approximately 14,000 square feet. Staff are settling in during the 90-day adjustment

period and notwithstanding the longer commute for most, staff have been excited about coming to the office and are enjoying the functionality of the collaboration spaces.

6. Consideration of HRGSR Committee Effectiveness

The Committee chair advised members that if they had any comments on either the mandate of the committee or ideas to optimize committee effectiveness, they should reach out to the chair.

7. 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 8. 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 9, 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.

8. Consent Agenda

Draft Minutes of the Closed Session of November 9, 2023 HRGSR Committee meeting

9. Motion to go into Open Session

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

10. Resolution Arising from the Closed Session

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

ON MOTION duly made by Rahul Bhardwaj and seconded by Paul Khawaja and carried, it was **RESOLVED** that the Minutes of the Closed Session of the HRGSR Committee meeting held on November 9, 2023 be approved as tabled.

11. Termination of the Meeting







There being no further business, **ON MOTION** duly made by, seconded by Rahul Bhardwaj Paul Khawaja, and carried, it was **RESOLVED** that the meeting be terminated at 9:23 a.m. local time.



12. 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	Q4 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. 	Board
	Internal ESG Awareness <ul style="list-style-type: none"> ESG awareness session conducted with senior management team June 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 October 2023, focusing on cross-functional collaboration and internal capacity-building. 	Board
Environment SDGs supported:    	Climate Action Plan (CAP) <ul style="list-style-type: none"> Following guidance from the International Sustainability Standards Board (ISSB), which builds on the work of the Task Force for Climate-related Financial Disclosures (TCFD), WT continues to incorporate climate-related disclosures in the Integrated Annual Report (started 2022). WT continues to implement its 5-year CAP strategy with implementation currently focused on incorporating low-carbon requirements throughout the different life cycle stages of projects. Incorporated new corporate climate policy requirement in all new procurements and low-carbon design/ construction requirements in select new infrastructure and public realm procurements. 	Board
	Public Art <ul style="list-style-type: none"> Public art program continues to raise awareness of ESG topics where applicable. Upcoming launch of temporary floating public art at Harbour Square Park Basin: “Upcycle” will be created with discarded water bottles and illustrate the differences between upcycling and recycling. 	Board
Social SDGs supported:  	Diversity, Equity & Inclusion (DE&I) Strategy <ul style="list-style-type: none"> Implementation of DE&I Strategy recommendations from MNP continues. DE&I affirmation statement, WT purpose statement and organizational values in support of a people-first DE&I strategy adopted 2023 and published in the 2022/23 Integrated Annual Report. Following the staff needs assessment surrounding training for DE&I, provided the first DE&I Fundamentals training to all staff September 2023, with additional training to come. Prepared second workforce demographic survey March 2024 to enable comparison to the first survey from spring 2022. 	HRGSR

 	<p>Accessibility Strategy</p> <ul style="list-style-type: none"> • Released Waterfront Accessibility Design Guidelines v1.0 in December 2023, following a public comment period. The Guidelines build on the AODA and Toronto Accessibility Design Guidelines to guide public realm design and enhance the accessibility of waterfront areas. • Formed a new Waterfront Accessibility Advisory Committee in December 2023 to support implementation of the Guidelines. • Implementing recommendations from the December 2023 Accessibility internal audit (which assessed WT’s compliance with AODA and Integrated Accessibility Standards Regulation), including making changes to WT’s website content and providing staff training on the creation of accessible documents. 	<p>Board</p> <p>FARM</p>
	<p>Ongoing Engagement with Indigenous Treaty Holders and Indigenous Communities</p> <ul style="list-style-type: none"> • Continued engagement with the Mississaugas of the Credit First Nation (MCFN), Indigenous advisors, and other Indigenous communities to share knowledge, build relationships and inform project plans and delivery approaches, including for Quayside public realm, the Waterfront East LRT Project, the Keating Channel Pedestrian Bridge (Equinox Bridge), Port Lands Flood Protection, and PlayPark. • Engagement with the Six Nations of the Grand River on various projects including WT’s Marine Strategy & Water Transportation Study Update in December 2023 to explore potential opportunities for input and involvement as plans progress. 	<p>Board</p>



**Human Resources, Governance and Stakeholder
 Relations (HRGSR) Committee**
June 10, 2024
Item 4c – Human Resources Update
R. Desrochers

Purpose	For Committee Information.
Areas of note / Key issues	<p>The Human Resources (HR) report provides a general overview of Q4: January 1 to March 31, 2024, 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 Q4 and are presented in a dashboard reflecting employee: i) Work Life Balance, ii) Wellbeing, Commitment & Motivation, iii) Satisfaction and iv) Development.</p> <p>Recruitment, Talent & Succession Management – Recruitment efforts continued this quarter resulting in four new employees onboarded during the quarter. There were only two voluntary staff exits in the quarter, which reduced our voluntary turnover rate to 2% this quarter.</p> <p>Organization Effectiveness – During this quarter we moved into our new office at T3 Bayside and we continued in the hybrid work environment with staff working 3 days per week in the office. As most staff adjusted to longer commute time, we introduced more flexible work hours to accommodate the longer commute and enhance work life balance.</p> <p>We settled in well during the 90-day adjustment period and continued to work on deficiencies. Overall staff have been excited about our new office and the collaboration spaces it offers.</p>
Next Steps	The next HR Update will be provided in Q2 of 2024/2025, reflecting on Q1 of 2024/25 (April 1-June 30, 2024).



Human Resources, Governance and Stakeholder Relations Committee Meeting June 10, 2024 Item 4c - Human Resources Report Rose Desrochers

The purpose of this report is to provide an overview of Human Resources (HR) practices at Waterfront Toronto for Q4 (January 1 – March 31) 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 attached dashboard reports on KPIs for the fiscal quarter, including comparisons to previous quarters and fiscal years, to identify trends and support strategic analysis.
- Trends in the dashboard are referenced throughout this report.

Recruitment, Talent, and Succession Management

- As of March 31, 2024, the Corporation's total approved position count for 2023/24 was 103.5, plus one position that was unplanned and unbudgeted, for a total of 104.5, of which 87 were filled and are distributed as follows:
 - 93.5 fulltime positions – 81 filled FTE positions and 12.5 of the positions were vacant. Recruitment for 4 of those vacant positions was in progress.
 - 11 contract positions – 6 filled contract positions and 5 were vacant. Recruitment for 1 vacant position was in progress.

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

- Our current practice is to conduct all recruitments in-house where possible or practical. Available positions are circulated internally, posted on our website and social media channels, advertised on LinkedIn, 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, when the recruitment requires a quick turnaround or when we determine that the nature of the position, we are hiring for requires such assistance.
- We successfully hired and onboarded four new employees during Q4 – two in fulltime permanent positions, and two in contract positions.

- Overall, for the fiscal year we onboarded 21 new employees of which 11 were fulltime and 10 were contract which included 6 summer interns.
- During Q4 we had a total of 4 employee exits, of which 2 were voluntary, and 2 were at the end of their contract. This further reduced our turnover rate to 2.2% this quarter from last quarter's 4.2%.
- Overall, for the fiscal year we had a total of 23 employee exits, of which 13 were voluntary, 1 involuntary, and 9 end of contract.
- The 13 voluntary employee exits this fiscal year resulted in an annual staff turnover rate of 13.7% which is higher than last year's 10.6% but lower than the prior year's 15.6%. Please see attached dashboard to review quarterly and annual voluntary turnover rates.
- As a core function of resource and succession planning, we continued 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 and organizational practices to staff the current and future pipeline of projects.
- As a result of our enhancement and review of our succession planning this past fiscal year, we added and filled the Chief Operating Officer role.

Organizational Effectiveness

- During Q4 we moved into our new office at T3 Bayside, and staff were welcomed to the office on January 8th and 9th with a welcome desk and some social events to help ease the transition.
- We continued with the hybrid work environment, with staff working remotely a maximum of 2 days per week and spending the remaining days in the office, with enhanced flexibility on core hours in recognition of longer commute times and to increase work life balance.
- We also continued to use Robin as the desk reservation system to support this hybrid work environment, and the new hoteling set up at the new office.
- We settled in well during the 90-day adjustment period and continued to work on deficiencies. Notwithstanding the longer commute for most, overall staff have been excited about the new office and collaboration spaces it offers.

Learning & Development

- We supported employees with learning and development opportunities that would enhance and develop their skills.
- In Q4, the average spending amount per employee using the program was \$2,012.73. The number of employees accessing the program in Q4 decreased slightly quarter over quarter from 17 to 15.
- This fiscal year, the corporation had 61 employees accessing the program. Please see the attached dashboard for average spending amounts per employee over the fiscal years. 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 3 – Final Review of our PFS process for fiscal year 2023/24 was completed and results will be reported during the meeting.
- With input from the HRGSR Committee, we created a new, more strategic, condensed performance management framework for WT's senior leaders, who will start using it for fiscal year 2024/25.

Rewards & Recognition

- In May 2014, we created a service awards program as part of rewards and recognition. Since the program started, we have recognized staff through presentations at staff townhalls.
- During Q4, no staff were recognized for years of service. Since the inception of our program through to March 31, 2024, we have recognized a total of 125 employees with service awards.
- Our Social Committee continues to be active, planning events for the months ahead that will include a social on-the-rooftop meeting space at the new office, staff birthday celebrations, the annual staff picnic at the end of the summer and other ad hoc events. These social events provide an opportunity to strengthen working relationships between staff and enhance morale.

Diversity, Equity & Inclusion

- The organization values and affirmation statements were finalized by all staff during the last fiscal year and work is ongoing to integrate them into our everyday work and culture at WT, using story telling exercises with a group of staff who can help connect these values to our everyday work.
- Our next workforce demographic survey is scheduled for June 2024.

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

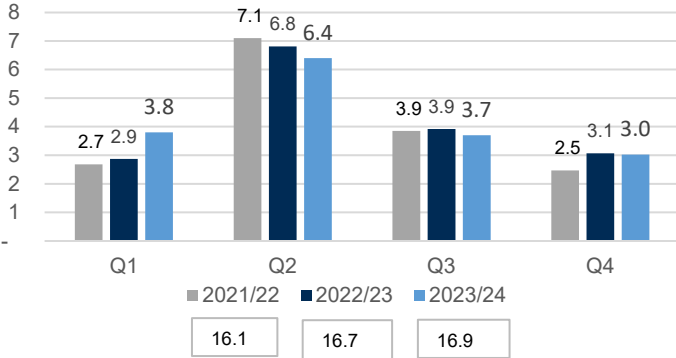
Human Resources KPI Dashboard as of March 31, 2024 (Q4 2023/24)

Issued for HRGSR meeting on: June 10, 2024

All figures are presented by fiscal year

Work Life Balance

Average Vacation Days Taken Per Employee



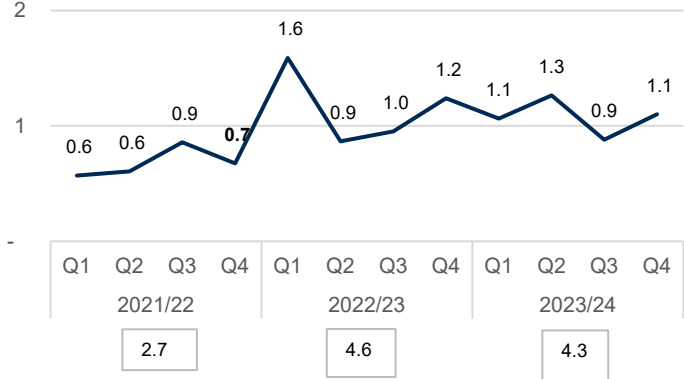
Trends:

In 2023/24 Q4, we saw a slight decrease in average vacation days taken per employee compared to last years Q4.

However, the overall average this fiscal year of 16.9 vacation days taken per employee is slightly higher than the last two years. It is good to see employees are utilizing their vacation and taking a break, which indicates a strong work life balance.

Wellbeing, Commitment, and Motivation

Average Sick Days Taken Per Employee



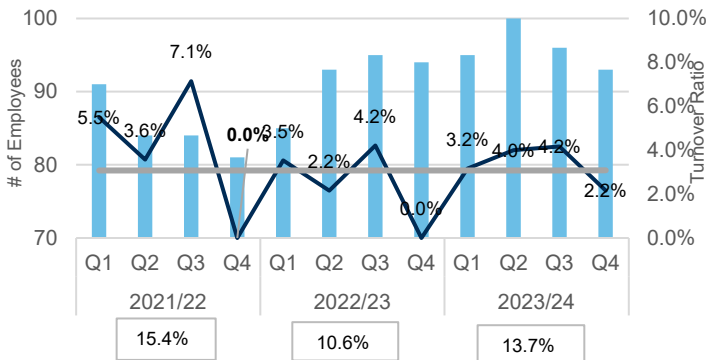
Trends:

In 2023/24 Q4 we saw an increase in sicktime usage compared to last quarter, but a slight decrease when compared to Q4 of last fiscal year.

Overall the average sick days taken per employee this fiscal year was 4.3 which is slightly lower than last fiscal year. The hybrid work environment continues to provide flexibility when staff may otherwise have been required to use sick time.

Satisfaction

Voluntary Employee Turnover



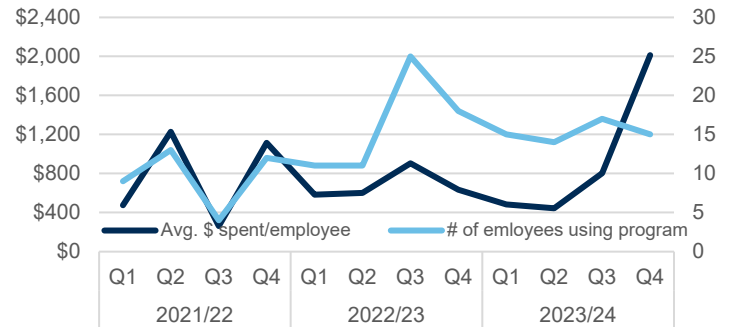
Trends:

In 2023/24 Q4, Waterfront Toronto experienced a 2% voluntary employee turnover, down 2% from the previous quarter, and still lower than the annual historical quarterly average for the corporation.

54% 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 Q4, we saw a large increase in the average spend per employee in the learning and development program.

Overall this fiscal year we saw 61 employees take advantage of the program, with an average spend of \$938.75 per employee using the program. We continue to encourage staff to prioritize their learning and development through the Planning For Success performance management process.

Legend

- Filled FTE = 81
- Vacant FTE = 12.5
- Filled Contract = 6
- Vacant Contract = 5

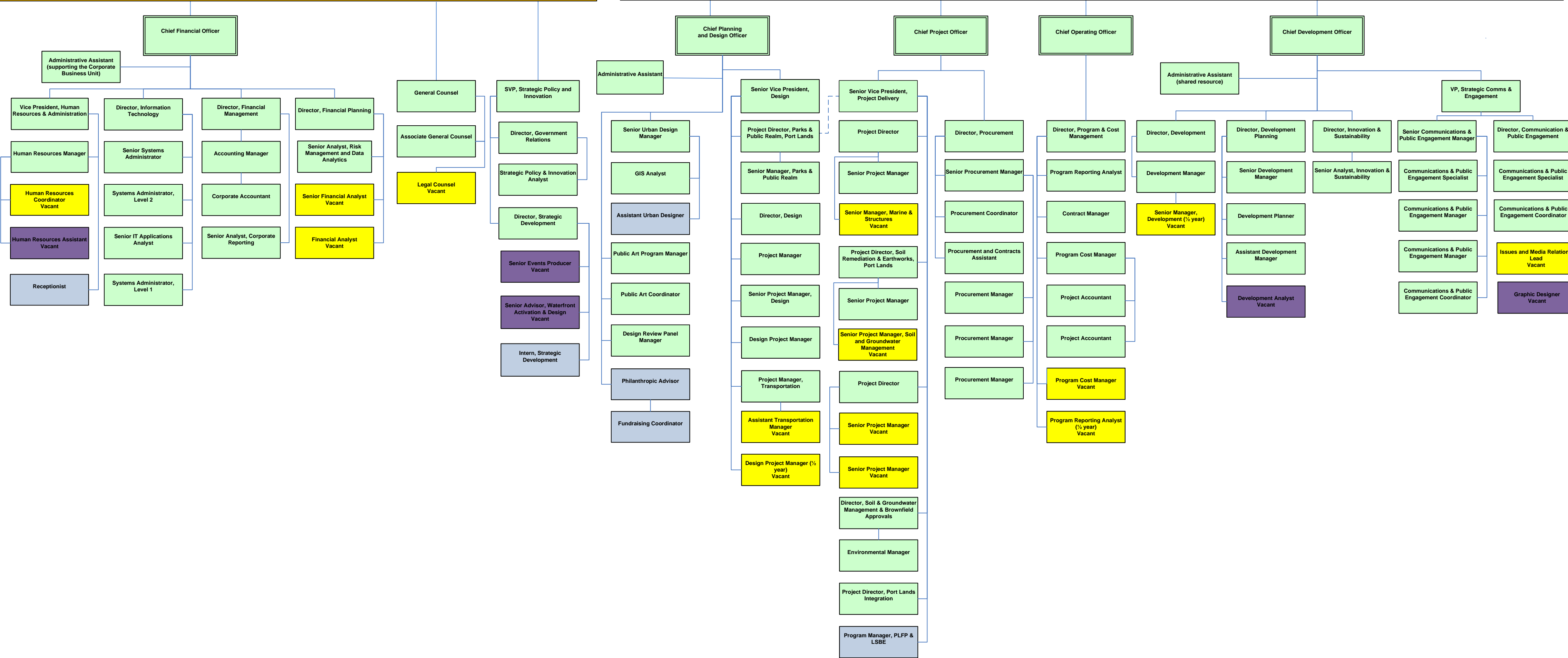
Board of Directors

President & CEO

Executive Assistant

Corporate Business Unit

Operating Business Units





Human Resources, Governance and Stakeholder Relations
June 10, 2024
Item 5 – 2023-24 Corporate Accomplishments
G. Zegarac

Purpose	For Committee Information
Areas of note/ Key issues	<p>The 2023-24 Corporate Accomplishments consists of a report highlighting some of WT’s accomplishments this fiscal year.</p> <p>Fiscal 2023/24 was another busy and productive year as all departments worked cooperatively to deliver the corporation’s mandate. Last year, Waterfront Toronto met or exceeded 84% of its corporate KPIs (compared to 75% last year and 72% the year before that) and 98% capital allocation towards WT’s four priority areas.</p> <p>This report serves as a base for setting compensation adjustments for the upcoming year.</p> <p>The following is a summary of the 2023/24 Planning for Success (PFS) rating results for all 68 eligible staff below the CEO:</p> <ul style="list-style-type: none"> • Exceeds Expectations (EE) Rating – 10 staff = (14.7%) • Achieved Expectations Plus (AEP) Rating – 23 staff = (33.8%) • Achieved All Expectations (AAE) Rating – 33 staff = (48.5%) • Achieved Some Expectations (ASE) Rating – 2 staff = (2.9%) • Expectations Not Achieved (ENA) Rating – 0 staff = (0%) <p>Through the pre-established P4P program, all employees who meet performance expectations, have an opportunity to receive an adjustment to salary based on his/her performance rating (the PFS process) which allows employees to progress through their salary grade range, based on individual performance. Any compensation to the employees is consistent with our compensation structure and objectives.</p> <p>We will go through my recommendations in our closed session.</p>
Next Steps	Staff Salary Adjustments for 2024/25 will be provided in Q2 of 2024/25

SUMMARY OF 2023-24 CORPORATE ACCOMPLISHMENTS

Fiscal 2023/24 was another busy and productive year as all departments worked cooperatively to deliver the corporation's mandate. Last year, Waterfront Toronto met or exceeded 84% of its corporate KPIs (compared to 75% last year and 72% the year before that) and 98% capital allocation towards WTs four priority areas.

While most of corporation's resources were focused on the Quayside and the Port Lands Flood Protection Projects, much has also been accomplished in addition to these projects over this past year.

Key Accomplishments

1. Developed a vision and *Business Case for the Next Phase of Waterfront Revitalization*, providing government shareholders the cost/benefit analysis and modeling needed to make investment decision for our "city within city" vision of 100,000 people in the Port Lands. The business case delivers urgently needed housing (~10,000 homes with delivery of up to ~2100 affordable units), Waterfront East Light Rail Transit (WLERT), and attractions and destinations that could attract up to 2.3M visitors per year.
2. Secured an additional \$207 million in project funding (\$159M for PLFP, \$34M for Waterfront East Transit, \$9M for Keating Channel Pedestrian Bridge, \$5M for PlayPark Pavilion).
3. Completed 30% Preliminary Design and Engineering for the WELRT and 30% and 60% Design for Quayside infrastructure and public realm.
4. New Cherry Street was opened along with the Cherry Street vehicular and transit bridges over the Keating channel, and the new Don River Valley was inundated.
5. Love and Legacy Art Parks were opened generating positive media and community reception.
6. Corporately, we have lived within our budget, have successfully re-located to a new office and have improved our corporate insurance coverage and cybersecurity measures.

Key accomplishments achieved related to WT's strategic goals:

Built to deliver what is needed now and for the future (housing, transit, flood protection, climate resilience)

- Developed a Plan for Housing, Transit and Livable Communities as part of the Business Case for the Next Phase of Waterfront Revitalization, providing our Government Partners with a detailed cost/benefit analysis and multiple scenarios which contemplate investments in:
 - Enabling Infrastructure and Public Realm to enable up to ~10,000 homes
 - The Delivery of up to ~2100 Affordable Rental Housing Units
 - WELRT Enabling Transit Options
 - Significant Attractions and Destinations that could attract up to 2.3M visitors per year
- Advancing Transit on the waterfront:
 - Hosted a media tour with 30 waterfront stakeholders, Mayor Chow and DM Malik in November to generate public support to advance design and funding for WELRT. Coverage on 7 media outlets.
 - Completed 30% Preliminary Design and Engineering for the Waterfront East LRT (WELRT), secured Toronto City Council approval and additional City funding of \$34.2M to advance design to 60%.
 - Released the Transit and Rail Project Assessment Process Environmental Project Report for public comment including extensive engagement with indigenous communities and 38 agencies.
- Advancing housing on the waterfront:
 - Led the coordination between QILP and the City of Toronto to ensure timely rezoning submission and processing to advance the Quayside.
 - Submitted and advanced the processing of the Plan of Subdivision with the City of Toronto required for the Quayside public realm and infrastructure work as well as creation of the Phase 2 Quayside blocks as part of the transaction with QILP.
 - Completed design and all approvals required to commence construction of the Parliament Slip Lakefill enabled by successful litigation to remove vessels from Parliament Slip to allow work to continue.
 - Completed 30% and 60% Design for Quayside infrastructure and public realm.
 - Quayside Development Planning public consultation reached 2,290 people.
- Advancing flood protection on the waterfront through continuation of the Port Lands Flood Protection, one of the largest infrastructure projects in North America:
 - New Cherry Street was opened along with the Cherry Street vehicular and transit bridges over the Keating channel on January 23, 2024. Commissioners Street was reopened contemporaneously with the new Commissioners Street Bridge with favourable media coverage.
 - Inundation of the river valley to the elevation of the inner harbour was achieved in February 2024. The eastbound Lake Shore Bridge construction was completed, and the bridge re-opened to traffic in December 2023.

Built to deliver complete communities (Villiers planning, PlayPark, Parks,)

- Led the Villiers Island density increase and massing exercise and Precinct Plan Amendment with City and Create TO staff resulting in a proposed 60% increase in density.
- Held a Virtual Public Consultation on increasing density on Villiers Island which had 250 attendees and 1,500 views of the meeting recording.
- Launched Fundraising Cabinet for PlayPark and developed a comprehensive capital campaign model.
- 5,829 in person engagements with PlayPark activation at pop ups to increase awareness and inform design. Produced promotional video for PlayPark.
- Opened Love Park with DM McKelvie, DM Malik and MP Dabrusin. Event attracted 1,000+ attendees and 400+ in-person engagements. Coverage on 34 media outlets.
- Opened new childcare centre at Aquabella in East Bayfront.
- Opened Legacy Art Park with Mayor Chow, DM Malik and Darrell Fox, attracting 100+ attendees and coverage on 22 media outlets.
- Quayside Infrastructure and Public Realm Delivery Agreement with the City.
- Completion of the Keating Channel Pedestrian Bridge competition which received five outstanding submissions.
- Achieved first building permit for the Re kai Long Term Care facility in West Don Lands.
- Transitioned two public art commissions to new artists, both of which have been very well received by stakeholders and the public including *Unfinished Arch* by Rafael Lozano-Hemmer.
- David Kusturin received 2023 "Brownfielder of the Year" Award for PLFP.

Built to Compete (innovations)

- Released Waterfront Accessibility Design Guidelines. Formed a new Waterfront Accessibility Advisory Committee to support implementation of the Guidelines for all public realm projects undertaken by Waterfront Toronto.
- Continued to implement WTs 5-year Climate Action Plan by incorporating our new climate policy requirement in all new procurements and low-carbon design/ construction requirements.
- Assembled funding to launch a *Kiss n Sail* pilot at Yonge Slip starting July 2024.
- Worked with City of Toronto and CreateTO to agree on a defined population for the future waterfront of ~100,000 people.

Built to connect (partnering with indigenous groups, waterfront agencies and governments and public and employee engagement)

- Completed the 2022/23 Integrated Annual Report: *Landscape & Legacy*, completing a materiality assessment to determine topics most important to stakeholders and continuing to incorporate leading practice ESG reporting.
- Increased awareness and trust by growing owned channels:
 - 76,025 followers across 5 platforms (Twitter, Instagram, Facebook, LinkedIn, YouTube)
 - 10,362 new followers, 36% increase year-over-year
 - 3 M impressions and 189,690 engagements
 - Engagement rate increased by 19.8%, post link clicks increased by 46.6%
 - 334,123 website sessions (Waterfront Toronto and Port Lands)
 - 7,500+ monthly newsletter subscribers with 45% average open rate
 - 77 public engagements and stakeholder meetings held
 - 8,381 media references to Waterfront Toronto and its initiatives
- Received Brownie Award for “Reach Out” category for Communications, Marketing and Public Engagement on the Port Lands Flood Protection project.
- Held an Open House with 500+ attendees as well as 42 pop ups and activations, 12 boat tours and a science fair (350 attendees), which together engaged 8,338 people face-to-face, 67% of people engaged outside the Designated Waterfront Area and received 400K+ in-person impressions.
- Kicked off Keating East Precinct plan update work to ensure the plan meets WT and the City’s objectives and completed detailed overlay of latest plans for Gardiner Expressway reconstruction, flagging areas of conflict with the City.

Built for Value (plan and seek funding from governments, provide value for funds entrusted)

- Additional funding in the amount of \$159 million was approved by all orders of government allowing for the completion of the PLFP project as originally envisioned and scoped.
- Completion of 30% design and Value Engineering for Destination PlayPark, and secured \$5M in the City of Toronto’s 2024 Capital Budget toward the pavilion in PlayPark.
- Favourable report by the Ontario Auditor General in December 2023, which recognized the “fully implemented” status of all remaining WT action items from the 2018 Value for Money audit.
- Managed interim property portfolio and our cash flow to maximize income, realizing almost \$10 million this year (the highest level in the corporation’s history).
- Third-party review of cybersecurity maturity and preparedness rated WT favourably.
- Secured comprehensive corporate insurance coverage keeping the premium increase to less than 2% from last year.
- Completed the 2024/25 Annual Business Plan, in an accessible format, continuing to incorporate KPIs and targets, as well as key risks impacting the plan.

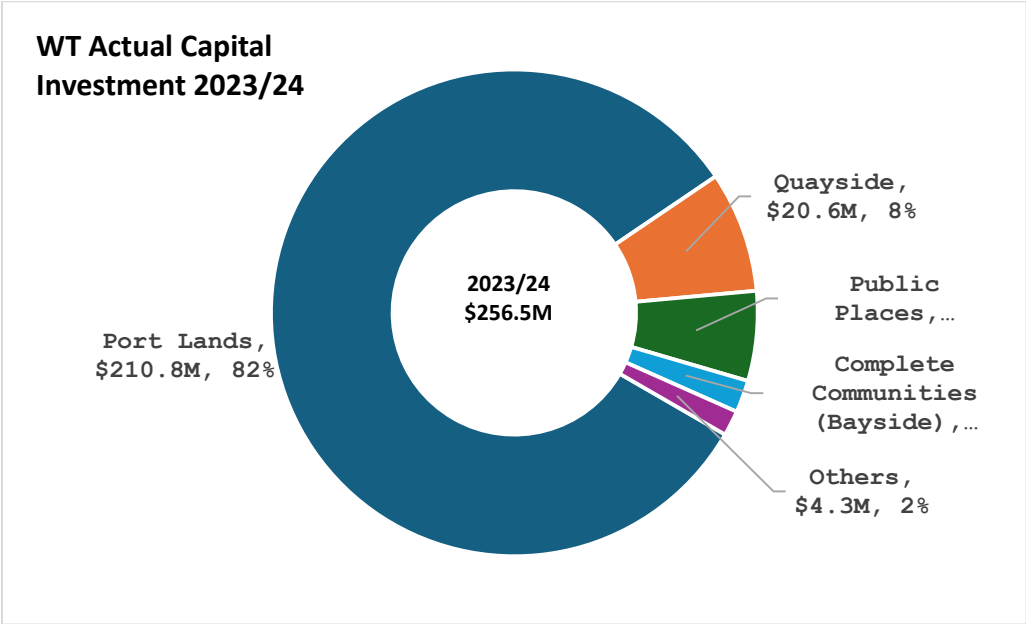
- Completed 21 new hires and managed 23 staff exits (including 1 non-voluntary and 9 end of contract). The 13 voluntary exits resulted in an annual staff turnover rate of 13.7% compared to 10.6% last year, and 15.6% the year before.
- Succession management plans completed for all senior executive roles.
- Successfully completed corporate office move, including turnover of 20 Bay St space back to landlord; on-time, on-budget fit-out of new location and implemented major technology upgrades as part move.

2023/24 Corporate KPIs – 84% Achievement Rate

WTs Rolling Five-Year Strategic Plan (2023–2024 to 2027–2028), approved by the Board in December 2022, outlined our corporate KPIs and targets for fiscal year 2023/24, all of which align to the policy priorities set out in our legislated mandate. Of the 19 measures with targets, Waterfront Toronto met or exceeded our targets on 84% (16/19). This compares to 75% last year and 72% the year before. Refer to the attached table (Appendix A) for further details. These results are further reported in section 5 of WTs draft *2023/24 Integrated Annual Report* being presented to the FARM Committee and Board of Directors for approval June 6th and 24th, 2024 respectively.

2023/24 Capital Allocation Focus Areas

The 2023/24 Corporate Plan outlined four key areas of capital allocation comprising 96% of total Plan, namely Port Lands, Quayside, Public Places, including Love Park and Complete Communities, largely Bayside. WT's actual results were consistent with this plan, with these four areas totaling approximately 98% of actual capital invested. Overall WT invested a total of \$256.5 million in 2023/24, 38% lower than plan of \$414 million, with most of the variance being due to factors outside of our control causing schedule delays for some elements of the PLFP project into 2024/25 and 2025/26.



Planning for Success

A conscious deferral or delay in hiring some positions has resulted in heavier workloads. Notwithstanding some staffing gaps, the work of the corporation was accomplished owing to the extraordinary commitment and exceptional performance of staff.

I am pleased to provide my performance rating recommendations to recognize the exceptional efforts that our Team has accomplished in 2023/24. The following is a summary of the 2023/24 PFS rating results for staff eligible as of March 31, 2024:

68 Staff below the CEO:

- Exceeds Expectations (EE) Rating - 10 staff = (14.7%)
- Achieved Expectations Plus (AEP) Rating – 23 staff = (33.8%)
- Achieved All Expectations (AAE) Rating – 33 staff = (48.5%)
- Achieved Some Expectations (ASE) Rating – 2 staff = (2.9%)
- Expectations Not Achieved (ENA) Rating – 0 staff = (0%)

For comparison purposes, the results for 2022/23 for the 63 staff eligible below the CEO were:

- Exceeds Expectations (EE) Rating - 9 staff = (14.3%)
- Achieved Expectations Plus (AEP) Rating – 26 staff = (41.3%)
- Achieved All Expectations (AAE) Rating – 27 staff = (42.9%)
- Achieved Some Expectations (ASE) Rating – 0 staff = (0%)
- Expectations Not Achieved (ENA) Rating – 1 staff = (1.5%)

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

We will go through my recommendations in our closed session, and I can confirm that the salary adjustments that I am recommending are still under the approved 2024/25 corporate budget approved in December 2023.

Appendix A – Corporate KPIs

*2023/24 Target Board-approved Dec 2022

KPI Results Summary 2023/24						
Performance Indicator		Measure	Target 2023/24*		Actual 2023/24	Cumulative 2023/24
1.1	Jobs created during the development of waterfront lands (construction)	Full-time years of employment	2,900	●	2,300	28,525
1.2	Increases in taxes to all three levels of government	\$M	\$100M	●	\$105M	1,420
1.3	Increase to Canada's GDP	\$M	\$330M	●	\$303M	3,680
2.1	New housing created and occupied	Affordable housing units	-	●	-	576
		Market housing units	-	●	-	3,797
		Total housing units	-		-	4,373
2.2	World-class waterfront Canadians will be proud of	Design awards	1	●	6 design awards	117 design awards
		Public artwork activations (permanent and temporary)	2	●	11	45
3.1	New and improved parks and public realm accessible to all	ha	0.7	●	0.84 ha	58.5 ha
3.2	New and improved trails and promenades accessible to all	km	-	●	-	27.0 km
4.1	Value for money (open and transparent procurements)	% of competitive procurements	>95%	●	99.7%	99.3% since 2019
4.2	Projects completed on budget	Project spend compared to budget	<=105% of budget	●	99.1%	102.7%
4.3	Projects completed on schedule	Project completion time compared to schedule	<=6 months of schedule	●	50% completed within 6 months of schedule	85% completed within 6 months of schedule since 2019
5.1	Number of new sustainable developments on the waterfront	Green buildings completed & certified	2	●	3	22
5.2	New aquatic habitat created	m ²	-	●	-	138,277 m ²
5.3	New permeable surfaces created	m ²	4,000 m ²	●	6,010 m ²	360,846 m ²
6.1	Number of commercial, institutional, and community service buildings opened to the public	Buildings	1	●	1	6
6.2	New private sector development on the waterfront (completed)	\$B	\$0.5B	●	\$984M	\$9.7B
6.3	Value of Waterfront Toronto non-government sourced revenues (including land sales)	\$M	\$5.0M	●	\$10.5M	\$383.6M
7.1	Public awareness of/engagement in Waterfront Toronto projects and activities	Social/digital engagements	100,000	●	574,726	1,426,271 since 2019
		Website sessions	100,000	●	334,123	1,326,607 since 2019
		Public meetings	20	●	77	755 since 2006
		Media references	2,500	●	8,381	47,926 since 2017
7.2	Geographical diversity of public input	Non-waterfront residents	25%	●	63%	57% since 2019

SS

- Substantially achieved / exceeded
- Target not achieved
- N/A - no target forecast or applicable result this year

Notes:

1.1 and 1.3 Economic impact targets related to jobs during construction and increase to GDP were lower than target due to lower than planned investment levels in 2023/24.

4.3 Two projects completed in 2023/24: Legacy Art Park Toronto was completed on time. Love Park was completed following an 11-month delay due to supply chain challenges.

** While no affordable housing units were anticipated nor completed in 2023/24, planning work for approximately 220 units in Bayside and over 800 units in Quayside is underway.



**Human Resources, Governance and Stakeholder
 Relations (HRGSR) Committee Meeting
 June 10, 2024
 Item 6 – New Director Onboarding
 Ian Ness**

Purpose	For Committee Information
Areas of note / Key issues	<p>It is expected that a new federal appointee to the board of directors will be announced on or about June 17, 2024. Therefore, it is appropriate to consider how best to “onboard” the new director, both in advance of the board meeting of June 24, 2024 and more generally thereafter.</p> <p>An outline for onboarding (process and materials) is attached. This has been prepared based on past practice, feedback from directors at the most recent onboarding sessions and has been updated based on recent feedback from senior management.</p>
Next Steps	Committee members will be asked to consider and provide their comments on the onboarding plans.

New Board Director Onboarding

June 2024

1. Waterfront Toronto Background & Impact

- a. General Orientation Materials

2. Governance

- a. By Laws of the Corporation
- b. Board Structure/Membership
- c. Committee Structures/Mandates

3. Finance and Risk Management

- a. Enterprise Risk Management
- b. Financial Statements
- c. Other selected information

4. Human Resources

- a. Organizational Chart
- b. DEI
- c. PFS Process
- d. Other selected information

5. Current Issues & Key Projects

The foregoing information will be made available to the new director and discussed with them prior to their first board meeting. It is anticipated that the discussion/meeting will involve (depending on their availability) the Board Chair, the Chair of HRGSR, the CEO and applicable members of the senior leadership team.

Other materials of more general interest and background will be made available to the directors by posting on the board portal. A follow up session with the director will be conducted.

Closed Session

Open Session



Item 8 Draft Minutes of the Closed Session March 7, 2024 Meeting

ON MOTION duly made by [●] and seconded by [●] and carried, be it **RESOLVED** that the Minutes of the Closed Session of the HRGSR Committee meeting held on March 7, 2024 be approved as tabled.



Upcoming Board/Committee Meeting Schedule Calendar 2024

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 Rescheduled: Thursday, June 6	FARM	<ul style="list-style-type: none"> Per FARM Workplan
7.	Monday, June 10	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