



WATERFRONTToronto

Human Resources, Governance and Stakeholder Relations Committee

Agenda and Meeting Book

THURSDAY, SEPTEMBER 12, 2024 FROM 09:00 AM TO 11:00 AM

MICROSOFT TEAMS



WATERFRONToronto

Human Resources, Governance and Stakeholder Relations Committee

Agenda - Thursday, September 12, 2024

Open Session Agenda

9:00 a.m.	1. Land Acknowledgement	Information	R. Bhardwaj
9:05 a.m.	2. Motion to Approve Meeting Agenda	Approval	All
9:05 a.m.	3. Declaration of Conflicts of Interest	Information	All
9:10 a.m.	4. Consent Agenda		
	a) Draft Minutes of the Open Session of the June 10, 2024 HRGSR Committee meeting - 4	Approval	All
	b) HRGSR ESG Update - 8	Information	L. Taylor
	c) Human Resources Report	Information	R. Desrochers
	Coversheet - 10		
	HR Report - 11		
	HR KPI Dashboard - 14		
	Org Chart as of June 30, 2024 - 15		
	d) Draft 2025 Meeting Schedule for the Board & Committees - 16	Information	I. Ness
9:20 a.m.	5. Work Plan for HRGSR Committee	Approval	R. Bhardwaj
	Coversheet - 19		
	Sept 2024 - Dec 2025 HRGSR Committee Meeting Calendar and Workplan - 20		
9:25 a.m.	6. Consideration of Governance Documents	Information	I. Ness
	Coversheet - 22		
9:30 a.m.	7. Motion to go into Closed Session	Approval	R Bhardwaj

Closed Session Agenda

The Committee will discuss items 8 and 12 being consideration of the minutes of the Closed Session June 10, 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 June 10, 2024 HRGSR Committee meeting contained in item 4(a) of this agenda, and for item 12 is Section 6.1(1)(b & k) 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 - 23

9:30 a.m.	9. Motion to go into Open Session	Approval	All
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Open Session Agenda

Open Session - 24

9:35 a.m.	10. Resolution(s) Arising from the Closed Session Form - 25	Approval	R. Bhardwaj
9:35 a.m.	11. Motion to Terminate the Meeting	Approval	R. Bhardwaj
FYI	Next Meeting: Thursday, November 7, 2024 Upcoming Board & Committee Meeting Schedule - 26	Information	All

**MINUTES of the Open Session of the Meeting of the
Human Resources, Governance and Stakeholder Relations Committee of
Toronto Waterfront Revitalization Corporation
Via Microsoft Teams Teleconference
Monday, June 10, 2024 at 1:00 p.m. local time**

PRESENT: Wende Cartwright (Chair)
Rahul Bhardwaj
Paul Khawaja

REGRETS: Deputy Mayor Ausma Malik

ATTENDANCE: **WATERFRONT TORONTO**
George Zegarac - President and CEO
Ian Ness - General Counsel
Lisa Taylor - Chief Financial Officer
Kevin Greene - Chief Operating Officer
David Kusturin - Chief Project Officer
Joe Cressy - Chief of Staff
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
Ed Chalupka - Director, Government Relations
Mira Shenker - Director, Communications & Public Engagement
Carol Webb - Senior Manager, Communications & Public Engagement
Catherine Murray - Associate General Counsel
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
- Anamika Srivastava, Stephanie Alessi, Jasmine Haghighi – Housing, Infrastructure and Communities Canada
- Cory MacDonald - Ontario Ministry of Infrastructure
- Jay Paleja - Waterfront Secretariat, City of Toronto

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 1:01 p.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

The Chair advised of a proposed change to the agenda, to discuss item 6 (New Director Onboarding) in the closed session.

ON MOTION duly made by Paul Khawaja, and seconded by Rahul Bhardwaj and carried, it was **RESOLVED** that the revised Agenda, 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 March 7, 2024

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 March 7, 2024 be approved, as tabled.

b) Environmental, Social and Governance (ESG) update

An updated ESG report was provided for information to the Committee. The material was taken as read and there were no items of concern to be highlighted.

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 also contained a dashboard on KPIs for the fiscal quarter and fiscal year end, including previous quarters and fiscal years for comparison and to identify trends.

5. 2023-24 Corporate Accomplishments

The CEO presented a report highlighting some of Waterfront Toronto's accomplishments for this past fiscal year. The Committee Chair noted that this was another extremely busy year for Waterfront Toronto and much had been accomplished including developing a vision and business case for the next phase of revitalization, secured additional funding for PLFP, progressed both the Waterfront East LRT and Quayside Infrastructure design work, opened new Cherry Street and finished work on both Love Park and the Legacy Art Toronto park.

The CEO presented a summary of the 2023/24 Planning for Success (PFS) rating results for all 68 eligible staff below the CEO along with comparison results for 2022/23.

6. New Director Onboarding

This item was discussed in the closed session of the meeting after item 8.

7. Motion to go into Closed Session

In accordance with By-Law No. 2 of the Corporation and **ON MOTION** made by Paul Khawaja, and seconded by Rahul Bhardwaj, and carried, the Committee **RESOLVED** to go into Closed Session to continue discussions on items 6 & 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 March 7, 2024 HRGSR Committee meeting contained in item 4(a) of this agenda, for item 6 is Section 6.1.1(g), for item 9 is Section 6.1.1(k), and for item 10 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.

8. Consent Agenda

Draft Minutes of the Closed Session of March 7, 2024 HRGSR Committee meeting

6. New Director Onboarding

9. Strategic Communications

10. Year-end Performance Assessment for the CEO & Executives

For the period April 1, 2023 to March 31, 2024 and compensation recommendations for April 1, 2024 to March 31, 2025 (Directors Only)

11. 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.

12. Resolution Arising from the Closed Session

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

ON MOTION duly made by Paul Khawaja and seconded by Rahul Bhardwaj and carried, it was **RESOLVED** that the Minutes of the Closed Session of the HRGSR Committee meeting held on March 7, 2024 be approved as tabled.

13. Termination of the Meeting








There being no further business, **ON MOTION** duly made by Paul Khawaja, seconded by Rahul Bhardwaj, and carried, it was **RESOLVED** that the meeting be terminated at 3:08 p.m. local time.

14. 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	Q1 2024/25 Update	Oversight
Governance	Regular ESG Updates to Board and Board Committees <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"> Regular and ongoing ESG awareness and engagement sessions conducted with senior management and staff. 	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 (since 2022). WT continues to implement its 5-year CAP with a focus on the new Low-Carbon Lifecycle Strategy (formalized July 2024) and metrics development. The Lifecycle Strategy incorporates climate-related policy, design, and construction requirements in new projects. Metrics are being explored while refining WT’s greenhouse gas (GHG) inventory process. 	Board
	Public Art <ul style="list-style-type: none"> Public art program continues to raise awareness of ESG topics where applicable. In June 2024, launched temporary floating public art at Harbour Square Park Basin: “Upcycle” is created with discarded water bottles and illustrates 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. 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 planned in 2024/25. Launched the 2024 equity census in June 2024 to enable comparison to the first survey from spring 2022 and inform continued DE&I initiatives. 	HRGSR
	Accessibility Strategy <ul style="list-style-type: none"> Released Waterfront Accessibility Design Guidelines v1.0 in December 2023, following a public comment period. The 	Board



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.

FARM

Ongoing Engagement with Indigenous Treaty Holders and Indigenous Communities

- 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.

Board



**Human Resources, Governance and Stakeholder
 Relations Committee Meeting
 September 12, 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 Q1: April 1, 2024, to June 30, 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 Q1 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 resulting in five new employees being onboarded during the quarter. There were only two voluntary staff exits in the quarter, which resulted in our voluntary turnover remaining at 2% this quarter, unchanged from last quarter.</p> <p>Organization Effectiveness – Following our move into our new office at T3 Bayside, we continued to adjust into our new space and 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.</p> <p>Diversity, Equity & Inclusion – We have engaged MNP to conduct a second equity census to review our progress since we last collected data in 2022. The 2024 equity census will be used to provide us with snapshots of the makeup of our employees and will help inform the work as we continue to take on DE&I initiatives.</p>
Next Steps	The next HR Update will be provided in Q3 of 2024/2025, reflecting on Q2 (July 1 to September 30, 2024).



Human Resources, Governance and Stakeholder Relations Committee Meeting September 12, 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 Q1 (April 1 – June 30) of FY 2024/25.

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 June 30, 2024, the Corporation's total approved position count for 2024/25 was 92.25, of which 87.5 were filled and are distributed as follows:
 - 87.25 fulltime positions – 83 filled FTE positions, and 4.25 of the positions were vacant. Recruitment for 3.25 of those vacant positions was in progress.
 - 5 contract positions – 4.5 filled contract positions and 0.5 were vacant. Recruitment for 0.5 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 five new employees during Q1 – two in fulltime permanent positions, and three in contract positions.

- During Q1 we had a total of 4 employee exits, of which 2 were voluntary, and 2 were at the end of their contract. Our turnover rate remained at 2.2% this quarter, unchanged from last quarter.
- As a core function of resource and succession planning, we continuously 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.
- Any further updates to our current succession plans will be presented at the November HRGSR meeting.

Organizational Effectiveness

- Following our move into our new office at T3 Bayside, we continued to adjust into our new space and hear feedback from staff on how it is going.
- During this quarter, we worked with Avison Young on a post-occupancy survey to go out to staff in Q2 to gain more input and feedback from staff on the new office space. Results of this staff survey will be shared as part of the HR report for the November HRGSR meeting.
- 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.

Learning & Development

- We supported employees with learning and development opportunities that would enhance and develop their skills.
- The total spend this quarter on learning and development was \$7,601.23. 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.
- In Q1, the average spending amount per employee using the program was \$691.02. The number of employees accessing the program in Q1 decreased this quarter from 15 to 11.

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.
 - In this quarter, we began *Step 1 – Planning* of our PFS process for fiscal year 2024/25.
 - With input from the HRGSR Committee, we created a new, more strategic, condensed performance management framework for WT's senior leaders, who have started 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 Q1, five staff were recognized for years of service. Since the inception of our program through to June 30, 2024, we have recognized a total of 130 employees with service awards.
- We held our first all-in day at our new office on June 11th which included a town hall, and a staff social event planned and hosted by the Social Committee.
- Our Social Committee continues to be active, and organized ice cream sales throughout the summer and began planning for the annual staff family picnic in September. 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 second bi-annual Equity Census went out to all staff and Board members in June to track our progress and inform our work on DE&I initiatives. Results of the census are currently being analyzed and will be presented at the November HRGSR meeting.

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

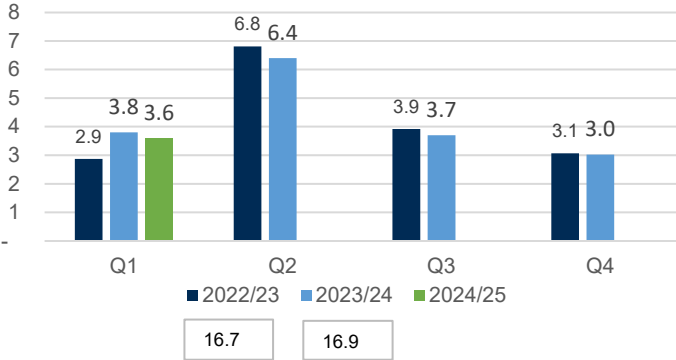
Human Resources KPI Dashboard as of June 30, 2024 (Q1 2024/25)

Issued for HRGSR meeting on: September 12, 2024

All figures are presented by fiscal year

Work Life Balance

Average Vacation Days Taken Per Employee



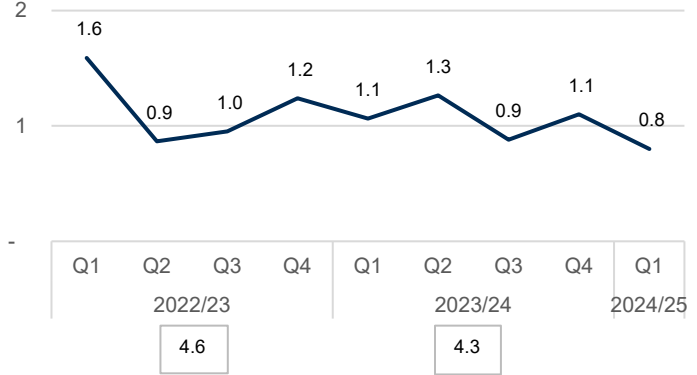
Trends:

In 2024/25 Q1, we saw a slight decrease in average vacation days taken per employee compared to last years Q1 (2023/24), however, still higher than Q1 for 2022/23.

This could indicate that employees are utilizing their vacation and taking a break, which indicates a strong work life balance. It could also indicate that employees may be choosing to save their vacation days for the summer months (Q2).

Wellbeing, Commitment, and Motivation

Average Sick Days Taken Per Employee



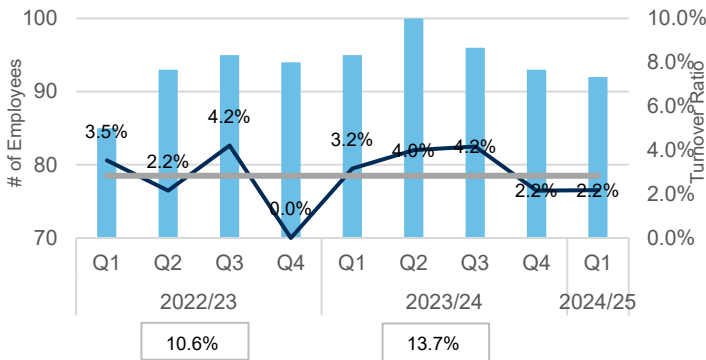
Trends:

In 2024/25 Q1 we saw a decrease in sicktime usage compared to last quarter, and as well when compared to Q1 of last year.

The decrease in sick time usage indicates a healthy workforce. The hybrid work environment continues to provide flexibility when staff may otherwise have been required to use sick time.

Satisfaction

Voluntary Employee Turnover



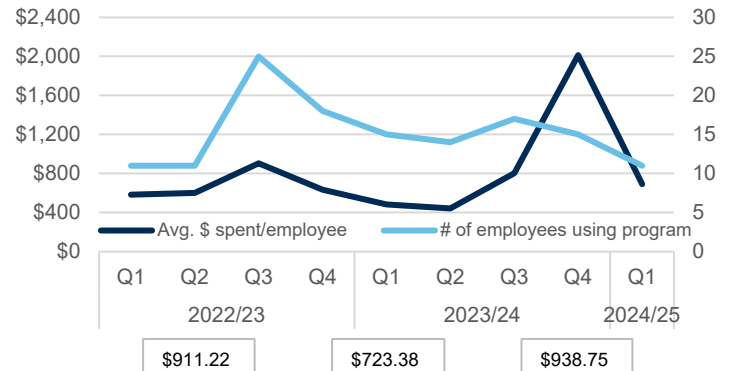
Trends:

In 2024/25 Q1, Waterfront Toronto experienced a 2% voluntary employee turnover, which is no change from the previous quarter, and still lower than the annual historical quarterly average for the corporation.

No change in the average voluntary turnover indicates that the corporation is maintaining a stable overall workforce and a positive workplace culture.

Learning & Development

Learning and Development Spending and Usage



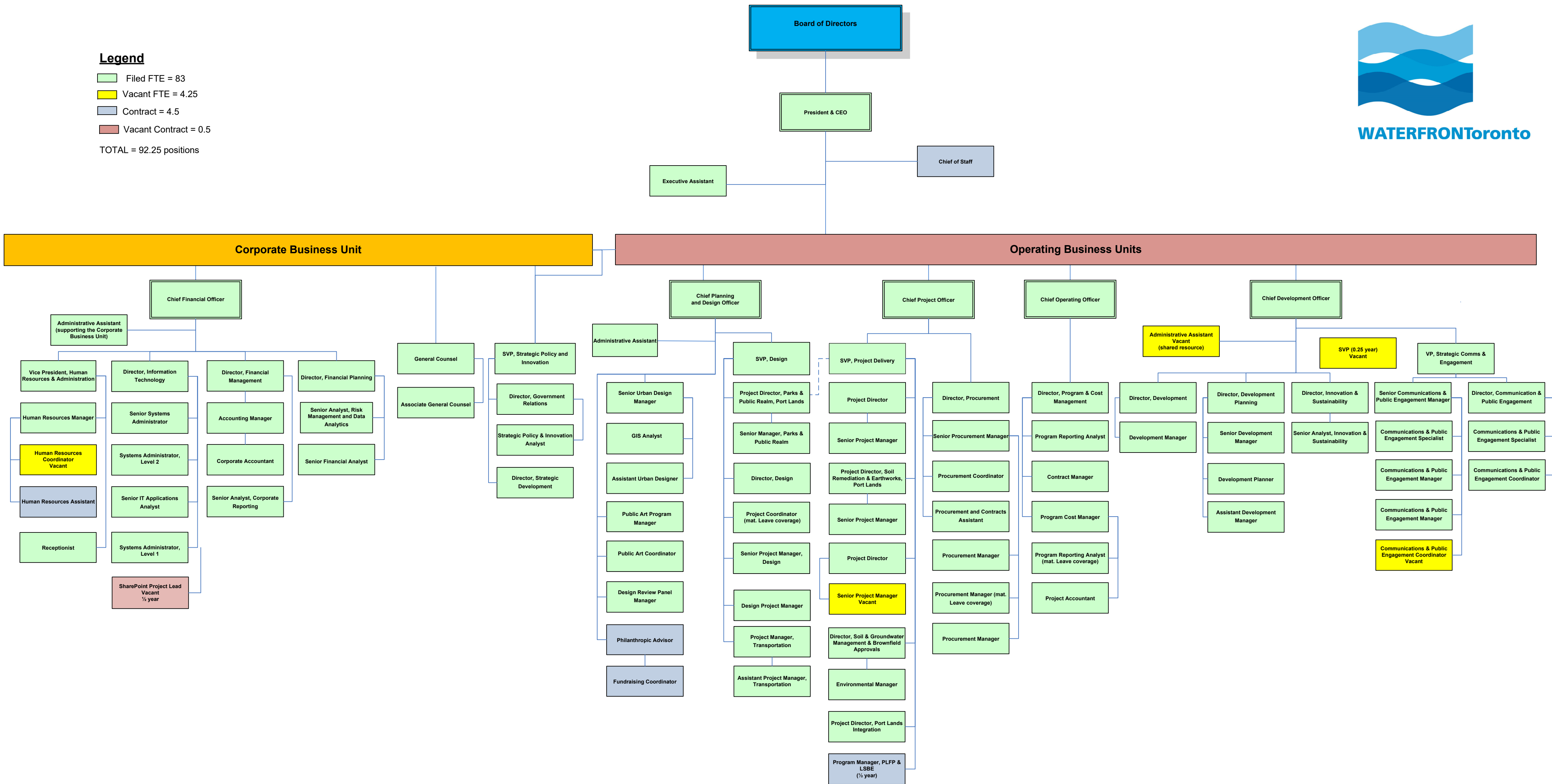
Trends:

In 2024/25 Q1, we saw a decrease in the average spend per employee in the learning and development program, after an unusually high quarter of spending last quarter.

This quarter we saw 11 employees access the program, with an average spend of \$691.02 per employee using the program. We continue to encourage staff to prioritize their learning and development.

Legend

- Filled FTE = 83
 - Vacant FTE = 4.25
 - Contract = 4.5
 - Vacant Contract = 0.5
- TOTAL = 92.25 positions





**Human Resources, Governance and Stakeholder
Relations (HRGSR) Committee Meeting
September 12, 2024**

Item 4d - 2025 Meeting Schedule for Committees and Board

Purpose	For information.
Areas of note/ Key issues	Attached for Information is the proposed board and committee meeting schedule for 2024-2025.
Resolution/ Next Steps	The proposed meeting calendar will be presented to the board for their information on October 17, 2024.

BOARD/COMMITTEE MEETING CALENDAR & WORKPLAN Calendar Year: 2025

Abbreviations:

“**Board**” means Board of Directors

“**FARM**” means Finance, Audit & Risk Management Committee

“**IREC**” means Investment and Real Estate Committee

“**HRGSR**” means Human Resources, Governance and Stakeholder Relations Committee

Committee Composition	FARM 1. Kevin Sullivan (Chair) 2. Michael Braithwaite 3. Drew Fagan 4. Laurie Payne	HRGSR 1. Rahul Bhardwaj (Chair) 2. Wende Cartwright 3. Paul Khawaja 4. Deputy Mayor Ausma Malik	IREC 1. Alysha Valenti (Chair) 2. Andrew MacLeod 3. Jack Winberg 4. Leslie Woo
<u>Statutory & Public Holidays</u>		<u>Other Holidays and Events</u>	
<ul style="list-style-type: none"> ▪ New Year – Wednesday, January 1 ▪ Family Day- Monday, February 17 ▪ Good Friday – April 18 ▪ Easter - Monday April 21 ▪ Victoria Day- Monday, May 19 ▪ Canada Day- Tuesday, July 1 ▪ Civic Holiday- Monday, August 4 ▪ Labour Day- Monday, September 1 ▪ Thanksgiving- Monday, October 13 ▪ Remembrance Day- Tuesday, November 11 ▪ Christmas & Boxing Day- Thursday & Friday, Dec 25 & 26 		<ul style="list-style-type: none"> ▪ Ramadan begins – Friday/Saturday, February 28/March 1 ▪ Ramadan ends – Sunday/Monday, March 30/31 ▪ TDSB March Break- March 10-14 ▪ Eid al-Fitr – Monday, March 31 ▪ Passover – Saturday, April 12 – Sunday, April 20 ▪ Eid al-Adha – Friday, June 6 ▪ National Day for Truth & Reconciliation – Tuesday, September 30 ▪ Rosh Hashanah – Monday, Sept 22 – Wednesday, Sept 24 ▪ Yom Kippur – Wednesday, Oct 1-Thursday, Oct 2 	
<p>*Note: Unless otherwise agreed:</p> <ul style="list-style-type: none"> • Board meetings are from: 8:30 a.m. – 12:30 p.m. • Committee meetings are from: 9:00a.m. - 11a.m. (HRGSR); 9:00a.m – 11:30a.m. (FARM) 1:00p.m. – 3:00p.m. (IREC) 			

S/N	Date (2025)	Board/Committee	Key Agenda Item(s) include:
1.	Thursday, February 27	FARM	<ul style="list-style-type: none"> • Per FARM Committee workplan
2.	Thursday, March 6	IREC	<ul style="list-style-type: none"> • Per IREC Workplan
3.	Monday, March 17	HRGSR	<ul style="list-style-type: none"> • Per HRGSR Workplan
4.	Tuesday, March 25	Board	<ul style="list-style-type: none"> • Reports of the IREC, FARM and HRGSR committees
5.	Thursday, May 29	IREC	<ul style="list-style-type: none"> • Per IREC Workplan
6.	Thursday, June 5	FARM	<ul style="list-style-type: none"> • Per FARM Workplan
7.	Thursday, June 12	HRGSR	<ul style="list-style-type: none"> • Per HRGSR Workplan
8.	Thursday, June 26	Board	<ul style="list-style-type: none"> • Reports of the HRGSR, IREC, and FARM committees • Approve 2024/25 Annual Report • Approve 2024/25 audited financial statements • Year-end Performance Assessment for the CEO for 2024/25 and approval of compensation for 2025/26
9.	Thursday, September 11	HRGSR	<ul style="list-style-type: none"> • Per HRGSR Workplan
10.	Thursday, September 18	FARM	<ul style="list-style-type: none"> • Per FARM Workplan
11.	Thursday, September 25	IREC	<ul style="list-style-type: none"> • Per IREC Workplan
12.	Thursday, October 9	Board	<ul style="list-style-type: none"> • Report of the HRGSR, IREC, and FARM committees • 2026 Board and Committee Meeting Calendar
13.	Thursday, November 6	HRGSR	<ul style="list-style-type: none"> • Per HRGSR Work plan
14.	Thursday, November 13	IREC	<ul style="list-style-type: none"> • Per IREC Workplan
15.	Thursday, November 20	FARM	<ul style="list-style-type: none"> • Per FARM Work plan
16.	Thursday, December 4	Board	<ul style="list-style-type: none"> • Report of the HRGSR, IREC, and FARM committees • Approval of Corporate Plan



**Human Resources, Governance and Stakeholder
Relations (HRGSR) Committee Meeting
September 12, 2024
Item 5 – Work Plan for HRGSR Committee
Ian Ness**

Purpose	For approval.
Areas of note/ Key issues	In accordance with both good practices and the mandate of the HRGSR committee, it is appropriate that the Committee establish a work plan for the coming year. The proposed work plan is attached.
Resolution/ Next Steps	ON MOTION duly made, seconded, and carried, be it RESOLVED that the Committee approve the work plan for the HRGSR Committee, as presented at the meeting.



September 2024 – December 2025 HRGSR COMMITTEE MEETING CALENDAR & WORKPLAN

Abbreviation:

“HRGSR” means Human Resources, Governance and Stakeholder Relations Committee

Committee Composition	<p>HRGSR</p> <ol style="list-style-type: none"> 1. Rahul Bhardwaj (Chair) 2. Wende Cartwright 3. Paul Khawaja 4. Deputy Mayor Ausma Malik
Committee Meeting Dates	<p>Thursday, September 12, 2024 Thursday, November 7, 2024 Thursday, March 6, 2025 Thursday, June 5, 2025 Thursday, September 11, 2025 Thursday, November 6, 2025</p>

<u>Statutory & Public Holidays</u>	<u>Other Holidays and Events</u>
<p>2024</p> <p>Labour Day- Monday, September 2 Thanksgiving- Monday, October 14 Remembrance Day- Monday, November 11 Christmas & Boxing Day- Wednesday & Thurs Dec 25 & 26</p> <p>2025</p> <p>New Year - Wednesday, January 1 Family Day - Monday, February 17 Good Friday - April 18 Easter - Monday April 21 Victoria Day - Monday, May 19 Canada Day - Tuesday, July 1 Civic Holiday - Monday, August 4 Labour Day - Monday, September 1 Thanksgiving - Monday, October 13 Remembrance Day - Tuesday, November 11 Christmas & Boxing Day - Thursday & Friday Dec 25 & 26</p>	<p>2024</p> <p>National Day for Truth & Reconciliation – Monday, Sept 30 Rosh Hashanah – October 2-4 Yom Kippur – October 11-12</p> <p>2025</p> <p>Ramadan begins – Friday/Saturday Feb 28/Mar 1 Ramadan ends – Sunday/Monday March 30/31 TDSB March Break- March 10-14 Eid al-Fitr – Monday, March 31 Passover – Saturday, April 12- Sunday, April 20 Eid al-Adha – Friday, June 16 National Day for Truth & Reconciliation – Tuesday, Sept 30 Rosh Hashanah – Mon, Sept 22 – Wed, Sept 24 Yom Kippur – Wed. Oct 1 - Thursday, Oct 2</p>

*Note: Unless otherwise agreed:

- Committee meetings are from: **9:00 a.m. - 11 a.m.**

**Item taken as read (TAR)
Directors Only (DO)**

S/N	Date	Key Agenda Item(s) include:
1.	Thursday, September 12, 2024	<ol style="list-style-type: none"> 1. HR Report (TAR) 2. Environmental, Social & Governance (ESG) Update (TAR) 3. Work Plan for next year 4. Board Effectiveness (DO) <ul style="list-style-type: none"> ▪ Board Retreat ▪ Board Survey 5. Board and committee meeting dates (TAR) 6. Consideration of Governance Documents (incl. committee mandates) 7. Strategic Communication & Political Engagement (DO)
2.	Thursday, November 7, 2024	<ol style="list-style-type: none"> 1. HR Report (TAR) 2. HR Practices and Policies Review (TAR) 3. Environmental, Social & Governance (ESG) Update (TAR) 4. Stakeholder Relations Report 5. Board Matrix and Committee Composition (DO) 6. CEO Mid-year Performance (DO) 7. Succession Plan Update for the Senior Management Team (DO)
3.	Thursday, March 6, 2025	<ol style="list-style-type: none"> 1. HR Report (TAR) 2. Environmental, Social & Governance (ESG) Update (TAR) 3. Consideration of HRGSR Committee Effectiveness 4. Public Sector Salary Disclosure (may be dealt with other than at meeting, dependent upon timing requirements) (DO) 5. Committee composition and recommendations
4.	Thursday, June 5, 2025	<ol style="list-style-type: none"> 1. HR Report (TAR) 2. Environmental, Social & Governance (ESG) Update (TAR) 3. Performance and Compensation reports (DO) 4. Board retreat development and design
5.	Thursday, September 11, 2025	<ol style="list-style-type: none"> 1. HR Report (TAR) 2. Environmental, Social & Governance (ESG) Update (TAR) 3. Work Plan for next year 4. Board Effectiveness (DO) <ul style="list-style-type: none"> ▪ Board Retreat ▪ Board Survey 5. Board and committee meeting dates (TAR) 6. Consideration of Governance Documents (incl. committee mandates)
6.	Thursday, November 6, 2025	<ol style="list-style-type: none"> 1. HR Report (TAR) 2. HR Practices and Policies Review (TAR) 3. Environmental, Social & Governance (ESG) Update (TAR) 4. Stakeholder Relations Report 5. Board Matrix and Committee Composition (DO) 6. CEO Mid-year Performance (DO) 7. Succession Plan Update for the Senior Management Team (DO)

Notes:

1. Third Party assessment of HR Capacity Needs to be addressed following confirmation of Business Case and Mandate extension by three orders of government.
2. 2025 Committee dates to be confirmed (in process).



Human Resources, Governance and Stakeholder Relations
Committee Meeting
September 12, 2024
Item 6 - Governance Documentation Review
Ian Ness

Purpose	For review
Areas of note/ Key issues	<p>In 2021, the Corporation undertook an extensive review of its key board governance documents to ensure they continue to reflect best practices. The documents were reviewed by internal legal counsel, members of the Senior Management Team, the Chair of the Board and the Chair of HRGSR, and external counsel, Mr. Barry Reiter of Bennett Jones LLP. Since 2021, the documents have been reconsidered on an annual basis, and modifications to some of the documents have been approved by the Board.</p> <p>The mandate of the HRGSR committee requires that the key governance documents be considered by the committee on an annual basis.</p> <p>The key governance documents are:</p> <ol style="list-style-type: none"> 1. By Law #1 General By Law 2. By Law #2 Open meeting By law 3. By Law #3 Board remuneration 4. Mandate of the Board 5. Mandate of the Board Chair 6. Mandate of the CEO 7. Mandate of the Corporate Secretary 8. Wrongdoing Policy 9. Mandate of the FARM Committee 10. Mandate of the HRGSR Committee 11. Mandate of the IREC Committee 12. Indemnity Agreement 13. Code of Conduct 14. Confidentiality Agreement <p>A copy of each of these documents is available on the website of the corporation and on the Board of Directors Portal.</p>
Next Steps	<p>To address the review process in an efficient manner, it is proposed that each committee chair be requested to consider if changes to the mandate of their committee are appropriate, General Counsel communicate with external counsel to determine if there have been developments in best practices that would suggest changes to the documentation should be made, and the HRGSR Committee will be invited to provide comments. Any comments or proposed changes should be considered by the Committee prior to the November meeting of the Committee so that changes, if any, may be considered by the entire Board in December of this year.</p>

Closed Session

Open Session



Item 8 Draft Minutes of the Closed Session June 10, 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 June 10, 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
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