



WATERFRONTToronto

Human Resources, Governance and Stakeholder Relations Committee

Agenda and Meeting Book

THURSDAY, NOVEMBER 7, 2024 FROM 09:00 AM TO 11:00 AM

MICROSOFT TEAMS



Meeting Book - Human Resources, Governance and Stakeholder Relations Committee

Agenda - Thursday, November 7, 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 September 12, 2024 HRGSR Committee meeting - 4	Approval	All
9:10 a.m.	5. Information Items		
	a) Environmental, Social, and Governance (ESG) Update - 8	Information	L. Taylor
	b) Human Resources Report	Information	R. Desrochers
	Coversheet - 10		
	HR Report - 11		
	HR KPIs - 16		
	Org Chart as of September 30, 2024 - 17		
	c) Human Resources Practices and Policy Review	Information	R. Desrochers
	Coversheet - 18		
	HR Practices and Policies Review - 19		
	HR Guideline Listing - 20		
9:15 a.m.	6. Consideration of Governance Documents	Information	I. Ness
	Coversheet - 21		
9:20 a.m.	7. Motion to go into Closed Session	Approval	R. Bhardwaj

Closed Session Agenda

The Committee will discuss items 8, 9, 10, 11, 12 and 16 being consideration of the minutes of the Closed Session September 12, 2024 HRGSR Committee meeting, Board Matrix, Stakeholder Relations Report, Business Case & Tri-Government Update, WT Long-Term Strategic Planning 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 September 12, 2024 HRGSR Committee meeting contained in item 4(a) of this agenda, for item 9 is Section 6.1.1(b), for item 10 is Section 6.1.1(k), for items 11 and 12 is Section 6.1.1(k), and for item 16 is Section 6.1.1 (b) of By-Law No. 2. The Committee will reconvene in Open 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 - 22

10:10 a.m.	13. Motion to go into Open Session Open Session - 23 Open Session Agenda	Approval	All
10:10 a.m.	14. Resolution(s) Arising from the Closed Session Form - 24	Approval	R. Bhardwaj
10:15 a.m.	15. Motion to Terminate the Meeting	Approval	R. Bhardwaj
10:15 a.m.	16. Directors Only Session	Information	All
FYI	Next Meeting: Monday, March 17, 2025	Information	All
FYI	Upcoming Board & Committee Meeting Schedule - 25	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
Thursday, September 12, 2024 at 9:00 a.m. local time**

PRESENT: Rahul Bhardwaj (chair)
Wende Cartwright
Paul Khawaja

REGRETS: Deputy Mayor Ausma Malik

ATTENDANCE: **WATERFRONT TORONTO**
George Zegarac - President and CEO
Ian Ness - General Counsel
Lisa Taylor - Chief Financial Officer
Meg Davis - Chief Development Officer
Kevin Greene - Chief Operating Officer
David Kusturin - Chief Project Officer
Joe Cressy - Chief of Staff
Kristina Verner - SVP Strategic Policy & Innovation
Cameron MacKay - SVP, 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
Kathleen Pollard - Board Administrative Assistant

Also, in attendance for all or part of the meeting were:

- Jack Winberg, Drew Fagan, Michael Braithwaite - Directors, Waterfront Toronto
- Anamika Srivastava, Stephanie Alessi, Vania Emerson – Housing, Infrastructure and Communities Canada
- Courtney Childs, Cory MacDonald, Jonathon Vita, Md Naimul Gani Saif – Ontario Ministry of Infrastructure
- Tom Davidson – Office of Deputy Mayor Ausma Malik

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”).

Rahul Bhardwaj acknowledged that this was his first meeting as Committee Chair and that he looks forward to working with the committee and members of senior management as they move forward with the work of the committee. He also acknowledged all the time and hard work of his predecessor, Wende Cartwright.

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 9:00 a.m. and declared that the meeting was duly constituted for the transaction of business.

1. Land Acknowledgement

Rahul Bhardwaj 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 Wende Cartwright 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 June 10, 2024

ON MOTION duly made by Wende Cartwright, seconded by Paul Khawaja and carried, it was **RESOLVED** that the Minutes of the Open Session of the HRGSR Committee meeting held on June 10, 2024 be approved, as tabled.

b) Environmental, Social and Governance (ESG) report

At the meeting a report on ESG was presented. Lisa Taylor, Chief Financial Officer, highlighted that from an environmental perspective we continue to implement the Corporation's 5-year climate action plan (presented to the board in 2022) with efforts focused on implementing a low-carbon lifecycle strategy for our infrastructure and public realm projects (which represent over 95% of our greenhouse gas emissions and dollar spend). From a Diversity, Equity & Inclusion (DEI) perspective, it was highlighted that the Corporation launched its second staff equity census, which will enable a comparison to be made to the first census undertaken two years ago, to inform continued DEI initiatives. The balance of the report was taken as read.

c) Human Resources (HR) Update

The Committee received 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 and Rose Desrochers, VP Human Resources & Administration, dealt with questions that were raised.

d) 2025 Meeting Schedule for the Board and Committees

The committee was presented with a proposed schedule for board and committee meetings in 2025. The schedule is closely aligned with the timing in recent years, and it was agreed that it would be presented at the October 17, 2024 board meeting.

5. Work Plan for the HRGSR Committee

In accordance with the mandate of the HRGSR committee, a work plan for 2025 was reviewed and discussed. The committee approved the work plan for the balance of 2024 and to December 2025.

ON MOTION duly made by Paul Khawaja, seconded by Wende Cartwright, and carried, it was **RESOLVED** that the Committee approved the work plan for the HRGSR Committee, as presented at the meeting.

6. Consideration of Governance Documents

The Committee was informed that we would be proceeding to consider 14 key governance documents in accordance with the HRGSR committee mandate with a view to considering any proposed changes at the committee meeting in November, for recommendation to the board in December.

7. Motion to go into Closed Session

In accordance with By-Law No. 2 of the Corporation and **ON MOTION** made by Wende Cartwright, and seconded by Paul Khawaja, and carried, the Committee **RESOLVED** to go into Closed Session to continue discussions on items 8 & 12 being consideration of the minutes of the Closed Session June 10, 2024 HRGSR Committee meeting 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.

8. **Consent Agenda**

Draft Minutes of the Closed Session of the June 10, 2024 HRGSR Committee meeting

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

ON MOTION duly made by Wende Cartwright, 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 June 10, 2024 Meeting

ON MOTION duly made by Paul Khawaja and seconded by Wende Cartwright, and carried, it was **RESOLVED** that the Minutes of the Closed Session of the HRGSR Committee meeting held on June 10, 2024 be approved as tabled.

11. **Termination of the Meeting**







There being no further business, **ON MOTION** duly made by Wende Cartwright, seconded by Paul Khawaja, and carried, it was **RESOLVED** that the meeting be terminated at 9:20 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	Q2 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. From June to September 2024, WT featured a temporary floating public art piece at Harbour Square Park Basin: “Upcycle”, created with discarded water bottles, 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 in September 2023, with additional training planned in 2024/25. Completed second equity census (with 96% completion rate) and compared results to the first census from spring 2022 to inform continued DE&I initiatives. Communicated results and next steps to all staff in September 2024. 	HRGSR



**Human Resources, Governance and Stakeholder
 Relations Committee Meeting
 November 7, 2024
 Item 5b – 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 Q2: July 1, 2024, to September 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 Q2 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 – We continued to adjust into our new space at T3 Bayside and with the hybrid work environment with staff working remotely a maximum of 2 days per week and spending the remaining days in the office. We also launched a confidential post-occupancy survey to better understand the staff’s experience in our newly designed office as well as identify opportunities to enhance the working environment. We are pleased to report an 89% participation rate for this post-occupancy survey. Generally, there is a greater level of satisfaction with our new office and a high percentage of employees feel they are either as productive or more productive in our new office as compared to our previous office. Further details are included in the HR report.</p> <p>Diversity, Equity & Inclusion – Our second equity census launched in late June to staff and the Board and responses were collected over the summer and early fall. We received a 96% participation rate as compared to the 90% participation rate in 2022. Further details are included in the HR report.</p>
Next Steps	The next HR Update will be provided in Q4 of 2024/2025, reflecting on Q3 (October 1 to December 31, 2024).



Human Resources, Governance and Stakeholder Relations Committee Meeting November 7, 2024 Item 5b - Human Resources Report Rose Desrochers

The purpose of this report is to provide an overview of Human Resources (HR) practices at Waterfront Toronto for Q2 (July 1 – September 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 September 30, 2024, the Corporation's total approved position count for 2024/25 was 92.25, of which 89.5 were filled and are distributed as follows:
 - 87.25 fulltime positions – 85 filled FTE positions, and 2.25 of the positions were vacant. Recruitment for 0.25 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.
 - Recruitments were also underway to backfill for parental leave coverage for 3 fulltime positions.

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 Q2 – two in fulltime permanent positions, and three in contract positions. We also converted one contract employee into a fulltime permanent position.
- During Q2 we had a total of 3 employee exits, of which 2 were voluntary, and 1 was 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.
- An update to our current succession plans is included in the Director's only material for this 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.
- 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.
- During this quarter, with the assistance of Avison Young we launched a confidential post-occupancy survey to better understand the staff's experience in our newly designed office as well as identifying opportunities to enhance the working environment.
 - WT is very pleased to report that our employee participation rate was 89% for this post-occupancy survey.
 - The survey asked questions relating to productivity, features in the individual and collaborative workspaces, the office location and T3 building amenities. The survey also included questions regarding the office environment on comfort and satisfaction as required to achieve LEED certification.
 - The survey results found that generally, most respondents have shown a greater level of satisfaction with our new office and overall, and between 73% - 100% of employees feel they are either as productive or more productive in our new office as compared to our previous office.
 - In addition, 92% of employees have indicated greater satisfaction with their individual workspaces, including the variety of individual spaces, flexibility of seating arrangements and autonomy to complete their tasks within the new working environment.
 - As well 81% of staff also expressed satisfaction at having a variety of collaborative meeting areas with increased technology, plug and play flexibility which supports their work effectiveness and engagement overall.

- Finally, although most employees greatly enjoy the new office environment, including overall design and access to a variety of general building amenities (including views and green spaces), a high percentage of employees feel that the new office location has increased their commute time and, in some cases, adds additional stress to their work week.
- We've received several general comments and assessments on the new office space that Management will be reviewing to determine opportunities for improvements.
- The survey results will be shared with employees at an upcoming staff townhall.

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 \$11,973.26, a big increase from last quarter's spend of \$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 Q2, the average spending amount per employee using the program was \$630.17. The number of employees accessing the program in Q2 increased this quarter from 11 to 19, the highest number we've seen since Q3 2022/23.

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 finished *Step 1 – Planning* and just began to prepare for *Step 2 – Feedback* (mid-year) of our PFS process 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 Q2, three staff were recognized for 5 years of service. Since the inception of our program, through to September 30, 2024, we have recognized a total of 133 employees with service awards.
- We held our second all-in day at our new office on September 24th which included a town hall with several different speakers and presentations from staff.
- Our Social Committee continues to be active, and organized hosted our annual staff family picnic on September 20th. These social events provide an opportunity to strengthen working relationships between staff and enhance morale.

Diversity, Equity & Inclusion

- WT's Leadership team is committed to enhancing diversity, equity and inclusion (DE&I) within the organization and its culture.
- WT engaged MNP consultants to conduct our second bi-annual Equity Census which built on the 2022 Census, with a revised approach to include the Board, further enhance data and insights, and to measure WT's progress on diversity, equity and inclusion workforce metrics. Equity Census results are a valuable key to high employee engagement. Having the opportunity to self-identify is considered a leading practice by the Workplace Gender Equality Agency (WGEA). It is also key that confidentiality be maintained and that no names are associated with any responses.
- The 2024 Equity Census:
 - Went out to all staff and Board members in late June with responses collected over the summer and early fall.
 - For our second census, WT is very pleased to report that our employee and board participation rate was 96% as compared to 90% in 2022 (99/103 individuals completed the 2024 Equity Census). This is well over North American average participation rates of 30-40% for surveys of this nature.
 - The results of the 2024 Equity Census were presented to staff at a townhall on September 24, 2024. Some of the highlights include:
 - 63% of WT's team identify as a woman as compared to 62% in 2022.
 - 30% of respondents identify as having a racial identity other than white as compared to 28% in 2022.
 - 13% of respondents self-identified as being a member of a 2SLGBTQIA+ community as compared to 11% in 2022.
 - 7% of respondents reported having some form of disability as compared to 9% in 2022.
 - MNP identified some areas of opportunity to encourage gender diversity in leadership, increase Indigenous representation overall and improve representation of racialized persons in senior-level positions.
 - It is important to note that with respect to Indigenous representation, WT has already started building deep and durable partnerships with MCFN and MinoKamik Collective. So, while

our *direct* employment numbers may not represent, we do contract and otherwise benefit from the advice of Indigenous peoples, such as Ryan Rice (art curator) and members of the Design Review Panel (e.g., Matthew Hickey).

- The above can also be said for representation of people with disabilities. Although our *direct* employment numbers may not represent, WT has advanced our deeper understanding and commitment to accessibility initiatives for all Ontarians including the formation of the Accessibility Advisory Committee, who we rely on for advice and counsel.
- WT will also focus on other DE&I strategy recommendations that can assist us to progress further over the next few years.

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

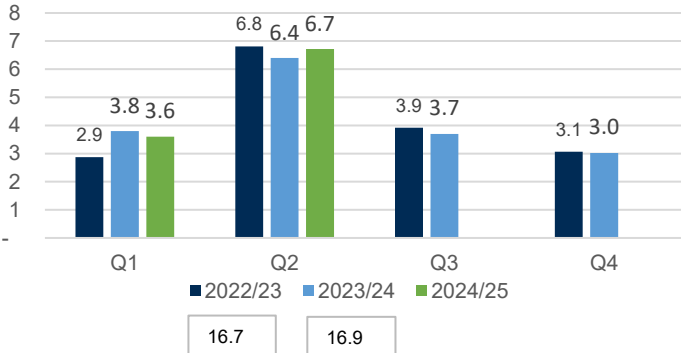
Human Resources KPI Dashboard as of September 30, 2024 (Q2 2024/25)

Issued for HRGSR meeting on: November 7, 2024

All figures are presented by fiscal year

Work Life Balance

Average Vacation Days Taken Per Employee

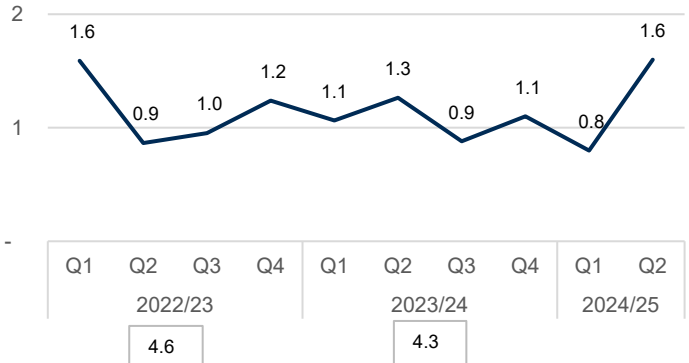


Trends:

In 2024/25 Q2 we saw a slight increase in average vacation days taken per employee when compared to Q2 of 2023/24. This could indicate that employees are utilizing their vacation and taking a break, which indicates a healthy work environment that prioritizes strong work life balance. It could also indicate that management has successfully communicated the importance of using vacation time to avoid burnout so that employees can recharge and make their mental and physical health a priority.

Wellbeing, Commitment, and Motivation

Average Sick Days Taken Per Employee

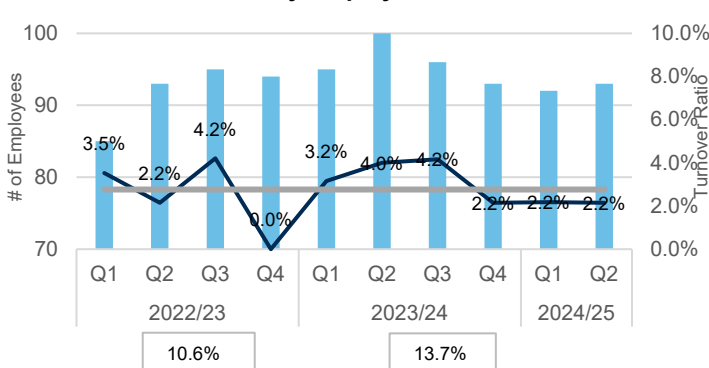


Trends:

In 2024/25 Q2 we saw an increase in average sick days taken per employee compared to last quarter and also compared to Q2 of 2023/24. Employees may also feel empowered to take sick days when needed, reflecting a workplace culture that prioritizes health and well-being. It is relevant to note however that two employees were on short term sick leave this quarter which heavily contributed to the increase.

Satisfaction

Voluntary Employee Turnover



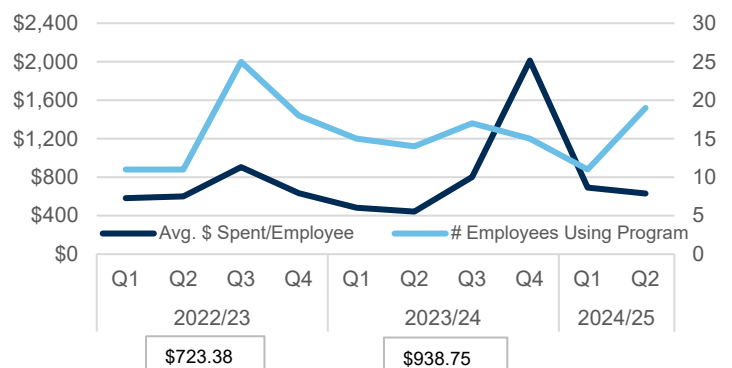
Trends:

In 2024/25 Q2, Waterfront Toronto experienced a 2% voluntary employee turnover, which is no change from the previous two quarters, 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 and satisfied overall workforce with a positive and strong workplace culture. It could also indicate that employees feel valued and connected.

Learning & Development

Learning and Development Spending and Usage



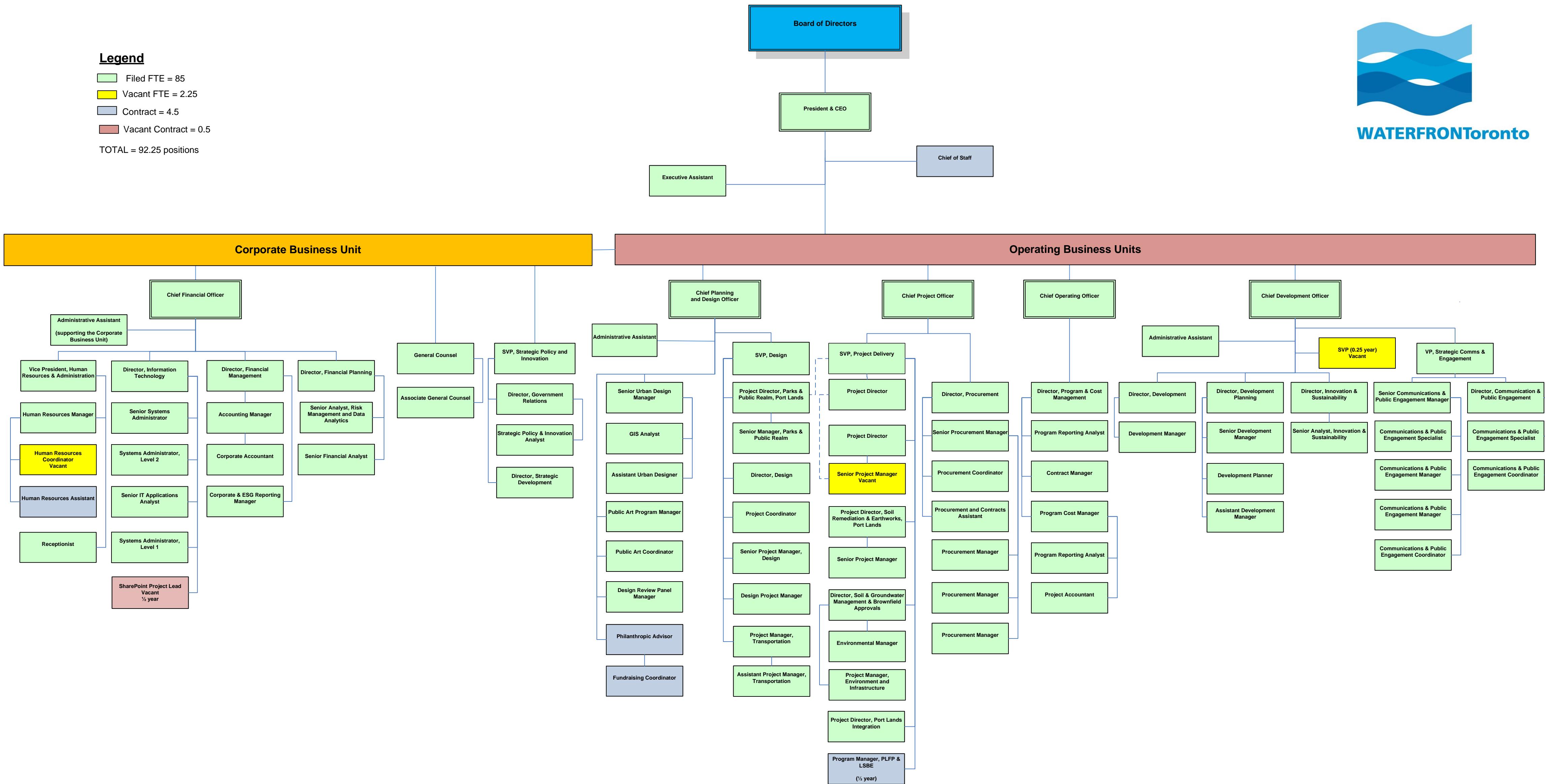
Trends:

In 2024/25 Q2, we saw a slight decrease in the average spend per employee in the learning and development program, from \$691.02 to \$630.17.

However, this quarter we saw 19 employees access the program, which is the highest so far this fiscal year and last. We continue to encourage staff to prioritize their learning and development.

Legend

- Filled FTE = 85
 - Vacant FTE = 2.25
 - Contract = 4.5
 - Vacant Contract = 0.5
- TOTAL = 92.25 positions





**Human Resources, Governance and Stakeholder
 Relations**
November 7, 2024
Item 5c – HR Practices and Policies Update
R. Desrochers

Purpose	For Committee Information.
Areas of note / Key issues	<p>The HR Practices and Policies Update provides a general annual update regarding all guidelines for October 1, 2023 to September 30, 2024</p> <p>HR Guidelines – Waterfront Toronto currently has 41 Corporate Guidelines that outline boundaries, accountabilities, and practices within the workplace.</p> <p>A full listing of our current guidelines along with their creation and revision dates is attached.</p>
Next Steps	The next update on HR Policies will be provided in November 2025.



**Human Resources, Governance and Stakeholder
Relations Committee Meeting
November 7, 2024
Item 5c – HR Practices and Policies Review
Rose Desrochers**

The purpose of this report is to provide an overview of Human Resources (HR) policy practices at Waterfront Toronto as of the end of Q2 of FY 2024/25.

HR Guidelines

- Waterfront Toronto currently has 41 Corporate Guidelines and practices that outline boundaries, accountabilities, procedures and acceptable conduct within the workplace. A full listing of all our current guidelines along with their creation and most recent revision dates is attached.
 - These Guidelines are created and revised as needed, either when new laws and best practices are introduced, or to update the language to reflect current practice.
 - The HR department drafts new guidelines or revises existing guidelines using the guidance of internal and external counsel, and comparative information gathered from like organizations. Using that research, drafts and recommendations are put forward for review and acceptance by the Chief Executive Officer, who may choose to consult with the Senior Management Team or the C-Suite Executives, before approving and signing the new or revised guideline.
 - Guidelines are circulated by email and posted to our HR Employee SharePoint site and available to all staff. New employees are provided with links to this site to view and browse current guidelines. When required, guidelines are also posted in visible locations within the office.
 - We recognize that many of our guidelines were created several years ago and are due for review and update as required. We are endeavoring to review and update 3-4 guidelines each year, as well as create any new guidelines that become necessary during that time.
 - During the period October 1, 2023 – September 30, 2024, we reviewed and revised the following guidelines:
 - Guideline #14 - Employee Code of Conduct
 - Guideline #16 - Employee Expenses
 - Guideline #17 - Mobile Device Use
 - Guideline #24 - Corporate Technology Use
 - Guideline #27 - Hours of Operation and Flexible Work (Previously called Hours of Operation and Work)
 - Guideline #36 - Cyber Security
- In addition, we created the following new guideline:
- Guideline #41 - Hospitality, Travel and Meals
- We will continue to review guidelines on an annual basis and revise as required.

Waterfront Toronto Corporate/HR Guidelines & Practices

Number	Guideline Name	Creation Date	Revision Date
1	Designated Holidays	January 1, 2008	
2	Vacation	January 1, 2008	August 1, 2019
3	Bereavement	January 1, 2008	April 1, 2021
4	Jury or Witness Duty	January 1, 2008	
5	Overtime Pay or Compensating Time-off	January 1, 2008	
6	Gifts	January 1, 2008	
7	Pregnancy Leave, Parental Leave and Top-up Income Benefits	January 1, 2008	April 1, 2021
8	Probationary Period	May 1, 2008	November 16, 2009
9	Sick Leave	May 15, 2008	September 30, 2023
10	Personal Leave	May 15, 2008	April 1, 2021
11	Learning and Development	October 1, 2008	April 1, 2021
12	Exit Interviews	August 1, 2008	
13	Compensation/Salary Administration (A,B,C)	October 1, 2008	
14	Employee Code of Conduct	May 2009	April 1, 2024
15	Planning for Success (PFS)	June 1, 2009	
16	Employee Expenses	August 25, 2009	April 1, 2024
17	Mobile Device Use	October 26, 2009	July 9, 2024
18	Issues and Concerns Resolution	October 27, 2009	
19	Respectful Workplace Guideline	January 2011	September 30, 2022
20	Disclosure of Wrong Doing	October 27, 2009	October 26, 2015
21	Recruitment/Resourcing of Senior Staff	November 12, 2010	
22	Health and Safety	January 2011	November 25, 2021
23	Perquisites	August 2, 2011	
24	Corporate Technology Use	September 2011	July 9, 2024
25	Large File Transfer	September 23, 2011	
26	Purchasing Residential Condominium Units on the Waterfront	April 13, 2012	
27	Hours of Operations and Flexible Work	December 11, 2012	February 20, 2024
28	Hybrid Work	December 11, 2012	September 30, 2023
29	Variable Compensation Component Payout	November 30, 2012	
30	AODA Accessible Customer Service	December 18, 2013	June 1, 2023
31	AODA Integrated Accessibility Standards Regulation	January 2014	June 1, 2023
32	Volunteer Leave	April 1, 2014	
33	Service Awards	April 1, 2014	
34	Recruitment & Due Diligence	October 2015	
35	Teaching Courses	April 1, 2019	
36	Cyber Security	October 26, 2020	July 9, 2024
37	Record Retention	September 25, 2020	
38	Mandatory COVID-19 Vaccine	November 30, 2022	
39	Disconnecting from Work	June 1 2022	
40	Electronic Monitoring	October 25, 2022	
41	Hospitality, Travel and Meals	April 1, 2024	



**Human Resources, Governance and Stakeholder Relations
Committee Meeting
November 7, 2024
Item 6 – Consideration of Governance Documentation
Ian Ness**

Purpose	For Information
Areas of note/ Key issues	<p>In 2021, the Corporation undertook an extensive review of its key board governance documents to ensure they 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> <p>Following the meeting of this committee on September 12, 2024, the board chair and each committee chair were asked to consider whether any changes were appropriate and, in particular, to consider their respective board and committee mandates. No amendments have been identified for consideration. General Counsel also contacted external counsel who reported that there have been no changes in “best practices” that would suggest modifications to the documents should be made.</p>
Next Steps	Management is not proposing any changes to the governance documentation at this time.

Closed Session

Open Session



Item 8 Draft Minutes of the Closed Session September 12, 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 September 12, 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 Revised date: Thursday, November 21	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