



WATERFRONTToronto

Human Resources, Governance and Stakeholder Relations Committee

Agenda and Meeting Book

THURSDAY, NOVEMBER 12, 2020 9:00 AM to 11:00 AM

WATERFRONT TORONTO

MICROSOFT TEAMS MEETING



WATERFRONTToronto

Meeting Book - Human Resources, Governance and Stakeholder Relations Committee

Agenda - November 12, 2020 HRGSR Committee Meeting

9:00 a.m.	1. Motion to Approve Meeting Agenda	Approval	All
9:05 a.m.	2. Declaration of Conflicts of Interest	Information	All
9:10 a.m.	3. Consent Agenda	Approval	All
	Draft - Minutes of the Open Session June 11, 2020 HRGSR Committee Meeting - Page 4		
9:15 a.m.	4. Governance Documents Review	Approval	I. Ness
	Coversheet and Report - Page 7		
	Draft - Mandate of the Corporate Secretary - Page 9		
9:30 a.m.	5. New Director Appointment Process	Information	I. Ness
	Coversheet - Page 13		
	Notice of Opportunity - Infrastructure Canada - Page 14		
9:40 a.m.	6. Human Resources Update	Information	G. Zegarac & R. Desrochers
	Report - Page 17		
9:50 a.m.	7. Corporate Reputation Dashboard	Information	C. MacKay
	Report - Page 19		
10:00 a.m.	8. Motion to go into Closed Session	Approval	W. Cartwright
	Closed Session Agenda		
	The Committee will discuss items 9 and 10, being consideration of the draft minutes of the Closed Session of the June 11, 2020 meeting and the Committee Chair Discussion respectively, in a closed session as permitted by By-Law No.2 of the Corporation. The exception relied on for the discussion of item 9 in the closed session is provided in item 3 of this agenda and for item 10 is Section 6.1(1)(b). The Committee will reconvene a 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.		
10:20 a.m.	11. Motion to go into Open Session	Approval	All
	Public Session Agenda		
10:25 a.m.	12. Resolutions Arising from the Closed Session (if any)	Approval	W. Cartwright
	Draft Resolution - Page 20		
10:30 a.m.	13. Motion to Terminate the Meeting	Approval	W. Cartwright

**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, June 11, 2020 at 8:30 a.m. local time.**

PRESENT: Sevaun Palvetzian (Chair)
Wende Cartwright
Andrew MacLeod
Councillor Joe Cressy

ATTENDANCE: WATERFRONT TORONTO
George Zegarac (Chief Executive Officer)
Rose Desrochers (VP, Human Resources and Administration)
Ian Ness (Acting General Counsel)
Cameron MacKay (VP, Strategic Communications and Engagement)
Kristina Verner (VP, Innovation, Sustainability and Prosperity)
Aina Adeleye (Board Administrator and Legal Assistant)

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

- Stephen Diamond, Director, Waterfront Toronto.
- Melissa Pasquali, Lead Senior Advisor and Breanne Bateman, Policy Advisor, Agency Oversight Unit, Infrastructure Policy Division Ministry of Infrastructure at Ontario Ministry of Infrastructure
- Glenn Campbell, Assistant Deputy Minister, and Shawn Tippins, Senior Analyst, from Investment, Partnership and Innovation Branch of Infrastructure Canada

The Chair, Sevaun Palvetzian, appointed Ian Ness to act 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 Directors in accordance with the Corporation’s By-laws and a quorum of Directors participating, the Chair called the meeting to order at 8:42 a.m. and declared that the meeting was duly constituted for the transaction of business.

1. Motion to Approve Agenda

The Committee agreed that, due to scheduling constraints, agenda items 8, 9, 10 and 11 slated for the closed session (Consent Agenda – Minutes of the Closed Session of the Committee meeting held on November 13, 2019, Performance ratings and variable compensation for executives for the period April 1, 2019 to March 31, 2020, and compensation recommendations for April 1, 2020 to March 31, 2021, Year-end Performance Assessments for CEO Performance Assessment for the CEO – August 19, 2019 to March 31, 2020 and compensation recommendations for April 1, 2020 to March 31, 2021, and Committee Chair Discussion respectively) be considered first at the meeting and the meeting agenda be renumbered accordingly.

ON MOTION duly made by Councillor Joe Cressy, seconded by Wende Cartwright and carried, it was **RESOLVED** that the Agenda for the day's meeting be approved as amended.

2. Declaration of Conflicts of Interest

There were no conflicts of interest declared.

3. Motion to go into Closed Session

In accordance with By-Law No. 2 of the Corporation and **ON MOTION** made by Councillor Joe Cressy, seconded by Wende Cartwright and carried, the Committee **RESOLVED** to go into Closed Session to continue discussions on items 4, 5, 6 and 7. The exception to the Open Meeting Law relied on to continue the discussion of items 4, 5 and 6 is Section 6.1(1)(b) of By Law No. 2 and for item 7 is provided in the minutes of the Open Session of the November 13, 2019 HRGSR meeting contained under item 9(a) of the revised agenda.

The Chair requested that only specific staff – Rose Desrochers and George Zegarac remain for the discussion on item 4. All other attendees were requested to exit the teleconference call.

4. Year-end Performance Assessments for CEO Performance Assessment for the CEO – August 19, 2019 to March 31, 2020 and compensation recommendations for April 1, 2020 to March 31, 2021

5. Performance ratings and variable compensation for executives for the period April 1, 2019 to March 31, 2020, and compensation recommendations for April 1, 2020 to March 31, 2021

6. Committee Chair Discussion

7. Consent Agenda - Draft Minutes of the Closed Session of November 13, 2019 HRGSR Committee meeting

8. Motion to go into Open Session

ON MOTION duly made by Wende Cartwright, seconded by Andrew MacLeod and carried, the Committee **RESOLVED** to go into Open Session.

(Secretary's note: Staff and Government Representatives were invited to rejoin the teleconference call at this time)

9. Consent Agenda - Minutes of the Open Session of the Committee meeting held on November 13, 2019.

ON MOTION duly made by Andrew MacLeod, seconded by Wende Cartwright and carried, it was **RESOLVED** that the Minutes of the Open Session of the HRGSR

Committee meeting held on November 13, 2019 was approved as tabled.

The Committee received the Corporate Governance Review update report for information.

10. Strategic Corporate Communications Report

Cameron MacKay provided a report, which was taken as read, containing an update on Corporate communications. Mr. MacKay responded to questions posed by the Committee and the report was noted for information.

11. Human Resources Update

Rose Desrochers provided a report, which was taken as read, containing an update on human resources matters. Ms. Desrochers responded to questions posed by the Committee and the report was noted for information.

12. Staff Salary Adjustments for 2019/20

Management presented the staff salary comparatives, summary of base compensation adjustments and discretionary awards for non-executive employees for 2020/21 which were taken as read. George Zegarac and Rose Desrochers responded to questions posed by the Committee and the reports were received for information.

13. Resolution Arising from the Closed Session

ON MOTION duly made by Andrew MacLeod, seconded by Wende Cartwright and carried, it was **RESOLVED** that the Minutes of the Closed Session of the HRGSR Committee meeting held on November 13, 2019 was approved as tabled.

14. Termination of the Meeting

There being no further business, **ON MOTION** duly made by Andrew MacLeod, seconded by Wende Cartwright and carried, it was **RESOLVED** that the meeting be terminated at 10:04 a.m. local time.

Committee Chair

Secretary of the Meeting



Human Resources, Governance and Stakeholder Relations Committee
November 12, 2020
Item 4 -Governance Documentation Review
Ian Ness

Purpose	For information, and approval
Areas of note/ Key issues	The Corporation has undertaken a review of its key board governance documents to ensure they continue to reflect best practices. The review is ongoing and to date the documents have been reviewed by internal legal counsel, members of the Senior Management Team and external counsel. Time does not permit approval of all the documents at the upcoming board meeting. However, as a result of recommendations from our internal auditors, MNP LLP, we are seeking approval at this time of the mandate for the Corporate Secretary. To date, the responsibilities of the Corporate Secretary have not been fully documented.
Next Steps	ON MOTION duly made, seconded, and carried, be it RESOLVED that the Committee recommend for approval by the Board the mandate for the Corporate Secretary in the form presented to the meeting.

Report on Board Governance Review

November 2020

The Corporation has identified 14 key Board governance documents to be reviewed or created to ensure that we continue to reflect best practices. The documents are as follows:

1. By law # 1, (general corporate by law)
2. By law # 2 (open meeting law requirements)
3. By law # 3 (Board remuneration)
4. Board Mandate
5. Role of the Board Chair
6. Role of the CEO
7. Mandate of the Corporate Secretary
8. Finance, Audit and Risk Management Committee Mandate
9. Investment and Real Estate Committee Mandate
10. Human Resources, Governance and Stakeholder Relations Committee Mandate
11. Wrongdoing Policy
12. Directors Code of Conduct
13. Directors Confidentiality Agreement
14. Directors Indemnity

With the exception of the Role of the Corporate Secretary and By Law #3, each of the documents currently exist. However, they have not been thoroughly reviewed or updated for, in some cases, several years. Accordingly, it was determined that the documents should be reviewed at this time. This is also consistent with the recommendations of our internal auditor, MNP LLP and, furthermore, several Directors have requested that the documents be reviewed.

In February 2020, each of the Committee Chairs were requested to provide their input on the roles and responsibilities of their Committees, whether the obligations were appropriate, and if they were manageable within the time available. In addition, members of the Senior Management Team with responsibility for the activities of one or more of the Committees have reviewed, and provided comment upon, the Committee mandate terms. Internal legal counsel received all the comments, reviewed the applicable documentation from other similarly situated organizations and prepared revised drafts of each of the documents. Our CEO provided his input in August 2020 and in September the documentation was reviewed by our external legal advisor, Barry Reiter of Bennett Jones.

Due to time limitations at the Board meeting in December 2020 we will not be considering the documentation. The one exception is that we would like to seek approval of the Role of the Corporate Secretary, as that does not currently exist in written form, and it has been recommended by our internal auditors. The proposed role of Corporate Secretary has been attached to this report.

The balance of the documentation will be presented for consideration at the next meeting of the HRGSR Committee, currently scheduled for March 4, 2021. If the Committee so recommends at that time, the remaining documentation will be presented to the Board for approval at the meeting scheduled for March 25, 2021.

Ian Ness
General Counsel
Waterfront Toronto

MANDATE OF THE CORPORATE SECRETARY
OF
TORONTO WATERFRONT REVITALIZATION CORPORATION





TORONTO WATERFRONT REVITALIZATION CORPORATION

Mandate of the Corporate Secretary

Effective Date [●], 2020.

1. Introduction

This Mandate describes the principal duties and responsibilities of the Corporate Secretary, as well as some of the policies and procedures that apply to the Corporate Secretary in discharging those duties and responsibilities.

2. Definitions

In this Mandate, unless the context otherwise specifies or requires:

- (a) "**Act**" means the *Toronto Waterfront Revitalization Corporation Act, 2002, S.O. 2002, c.28* as from time to time amended and every statute that may be substituted therefor and includes the regulations made under the Act as from time to time amended;
- (b) "**Board of Directors**" means the board of directors of the Corporation;
- (c) "**Chair of the Board**" means the person who is the Chair of the Board of Directors;
- (d) "**Chief Executive Officer**" means the President and Chief Executive Officer of the Corporation, being the senior employee responsible for the management and operation of the Corporation;
- (e) "**Committee**" means any committee, sub-committee, or special purpose committee of the Board of Directors;
- (f) "**Corporate Secretary**" means the person who is responsible for the administration and support of the Board of Directors and for Committees;
- (g) "**Corporation**" means the Toronto Waterfront Revitalization Corporation, and all successors-at-law;
- (h) "**Director**" means an individual member of the Board of Directors; and
- (i) "**Meeting**" means any regular, special or other meeting of the Board of Directors or of a Committee, where,
 - (i) a quorum of members is present; and

- (ii) members discuss or otherwise deal with any matter in a way that materially advances the business or decision-making of the Board of Directors or Committee.

3. Repeal and Replacement of Mandate

All previous mandates relating to the role of the Corporate Secretary are hereby repealed and replaced with this Mandate.

4. Paramountcy

In the event of conflict between the provisions of this Mandate and the provisions of the Act, the provisions of the Act will take precedence over, and will govern and apply in priority to this Mandate.

5. Accountability

The Corporate Secretary is accountable to the Board of Directors for the fulfillment of the responsibilities of the Corporate Secretary as outlined herein.

6. Responsibilities

The responsibilities of the Corporate Secretary include those set out in the by-laws of the Corporation and the following:

- (a) Collaborating with the Board of Directors and Committees to establish an annual calendar for Meetings of the Board of Directors and the Committees, as may be required to assist with the fulfillment of their respective mandates;
- (b) Collaborating with employees of the Corporation to deliver notices of Meetings to the Board of Directors and Committees, as applicable, in accordance with applicable by-laws and policies of the Corporation;
- (c) Collaborating with the chair of each Meeting and appropriate members of management to organize and set the agenda for each Meeting in accordance with by-laws and policies of the Corporation and applicable laws;
- (d) Supporting the Chair of the Board, the Board of Directors or Committees as requested to assist them in discharging their responsibilities;
- (e) Serving as custodian of all corporate records of the Board of Directors and Committees and maintaining these and such other corporate records as required by law;
- (f) Creating and maintaining appropriate minutes of Meetings;
- (g) Collaborating with the Chair of the Board to ensure compliance by the Board of Directors with by-laws and policies of the Corporation and applicable laws;
- (h) Monitoring and reporting corporate governance developments to the Chair of the Board and/or to relevant Committees, as appropriate;
- (i) Assisting management to ensure that there is a proper and timely flow of information to the Board of Directors to allow the Board of Directors and Committees to carry out their responsibilities effectively and in a manner that reflects the confidentiality of such information;

- (j) Assisting the Chair of the Board and each Committee with respect to the performance of their duties and responsibilities, including the compliance by them with by-laws, policies, and mandates of the Corporation;
- (k) Assisting the Board of Directors and management with respect to their governance duties and responsibilities, including ongoing education and awareness of best practices;
- (l) Supporting and assisting with updates to the by-laws, mandates, and other governance documents of the Board of Directors as may be necessary or desirable from time to time; and
- (m) Carrying out such other duties and responsibilities relating to the Board of Directors as the Chair of the Board may determine from time to time.

DRAFT



Human Resources, Governance and Stakeholder Relations Committee
November 12, 2020
Item 5 – New Director Appointment Process
Ian Ness

Purpose	For information
Areas of note/ Key issues	<p>Each of the three levels of Government are entitled to appoint four Directors to the Board of Directors of Waterfront Toronto. There are currently two vacancies in the Federal appointments, and, in addition, the term of another federal appointee is to expire as of December 31, 2020. The Federal Government has recently announced the process for selecting new Directors.</p> <p>An outline of the process (a copy of which is attached below) is posted on Infrastructure Canada's website https://www.infrastructure.gc.ca/portfolio-portfeuille/twri-opportunity-nomination-irrt-eng.html</p>
Next Steps	The Committee, the Board and all other interested parties are encouraged to consider who might be an appropriate addition to the Board and to inform them of this opportunity.

APPOINTMENT OPPORTUNITY

We know that our country is stronger and our government and business more effective when decision-makers reflect Canada's diversity. The Government of Canada's appointment process is transparent and merit-based, strives for gender parity, and ensures that Indigenous Canadians and minority groups are properly represented in positions of leadership. We will continue to search for Canadians who reflect the values that we all embrace: inclusion, honesty, fiscal prudence, and generosity of spirit. Together, we will build a government and business sector as diverse as Canada.

The Minister of Infrastructure and Communities is currently seeking applications from experienced, diverse and talented Canadians who are interested in the following position:

Director (Federal Representative) – Waterfront Toronto

Waterfront Toronto (formally "Toronto Waterfront Revitalization Corporation") was established in 2001 by the governments of Canada, Ontario and the City of Toronto, to oversee, lead and deliver the renewal and revitalization of Toronto's waterfront. The corporation has a 25-year mandate to transform 800 hectares of brownfield lands on Toronto's waterfront into beautiful, accessible and sustainable mixed-use communities and dynamic public spaces – one of the largest infrastructure projects in North America. Waterfront Toronto's authority is outlined in the *Toronto Waterfront Revitalization Corporation Act, 2002*.

The Board of Directors is responsible for oversight of the corporation's business and affairs, including:

- Enhancing the economic, social, and cultural value of the land in the designated waterfront area;
- Developing accessible new waterfront communities that offer a high quality of life for residents and visitors, and promote the use of low-carbon and resilient communities;
- Developing strategic partnerships to attract private sector investment;
- Engaging the community as an active partner in the waterfront's revitalization; and
- Attracting innovative, knowledge-based businesses to the Toronto Port Lands district.

Further details about the organization and its activities can be found on the [Waterfront Toronto](#) website.

Remuneration

Board Members: \$5,000 annual retainer, plus \$500 per meeting

Committee Chairs: \$7,500 annual retainer, plus \$500 per meeting

How to Apply

Candidates must submit a cover letter and resume to inf.portfoliocoordination-coordinationduportefeuille.inf@canada.ca by **November 15, 2020**.

Diversity & Inclusion

Preference may be given to candidates who are members of one or more of the following groups: women, Indigenous peoples, persons with disabilities, members of the LGBTQ community, and visible minorities.

Experience Requirements

To be considered for this position, please provide examples from your career that clearly demonstrate how you meet the following requirements in your application. Moreover, if you are selected for an interview, the following criteria might be assessed:

- Graduation with a degree from a recognized university or college, or acceptable combination of equivalent education, training and job related experience;

- Experience in one or more of the following areas:
 - Governance;
 - Urban planning and development;
 - Brownfield remediation;
 - Environmental sustainability;
 - Climate mitigation and adaptation;
 - Supporting vulnerable populations;
 - Technology sector and/or media, film, and digital sectors;
 - Economic development;
 - Development financing;
 - Human resources; and
 - Implementing complex business strategies and/or comprehensive city-building initiatives, including affordable housing, parks and public spaces, and cultural and recreational facilities.

Asset Qualifications

Experience in the following areas will be considered an asset. If you have experience in any of the following areas, please provide examples from your career that clearly demonstrate how you meet the asset qualifications in your application.

- Experience in one or more of the following areas will be considered an asset:
 - Finance, including fund accounting and government financial reporting;
 - Accounting, including holding a professional accounting designation;
 - Real estate development, including architectural/landscape architecture and residential real estate development;
 - Infrastructure and construction;
 - Innovation in the areas of information and communications technology, sustainability/environmental, and public policy;
 - Government relations; and
 - Human resources, public relations, and/or marketing operations.

Knowledge, Skills, and Abilities

If you move on to the next stage of the selection process, preference may be given to those applicants who can demonstrate that they meet the following assessment criteria:

- Knowledge of the Toronto waterfront area;
- Knowledge of the mandate and business activities of Waterfront Toronto;
- Knowledge of the role and responsibilities of the Board of Directors, the Chief Executive Officer, and the management team;
- Knowledge of effective governance and risk management principles;
- Financial literacy;
- Ability to anticipate emerging issues and lead organizational change;
- Ability to develop effective working relationships with other Board members, as well as Waterfront Toronto's partners and stakeholders; and
- Superior communication skills, both written and oral.

Personal Attributes

If you move on to the next stage of the selection process, we will contact your references to verify how you have demonstrated the experience requirements and the following personal attributes in your current and recently held positions:

- Sound judgement;
- High ethical standards and integrity;

- Tact and diplomacy; and
- Strategic thinking.

Eligibility Factors and Conditions of Employment

In your application, it will be important to confirm that you meet the following requirements:

A person is not eligible to hold office as a board member if he or she:

- (a) is under 18 years of age;
- (b) is an undischarged bankrupt;
- (c) holds a public office to which he or she is elected;
- (d) is an employee of Her Majesty in right of Canada or an agency of Her Majesty in right of Canada;
- (e) is an employee of Her Majesty in right of Ontario or an agency of Her Majesty in right of Ontario; or
- (f) is an employee of the City of Toronto or a local board of the City.

Privacy Notice Statement

The personal information you provide on this application is collected under the authority of the [Toronto Waterfront Revitalization Corporation Act](#) for the purpose of supporting the identification of, and selection of, individuals to serve on oversight or governance bodies. The information may be used to provide advice to the Minister to fill existing and/or forthcoming vacancies, to establish a roster of qualified candidates and for statistical reporting on diversity and employment equity. Other possible uses and sharing of this personal information are described in Standard Personal Information Bank [PSU 919 - Members of Boards, Committees and Councils](#). Failure to provide this information may result in your application being rejected. You have the right to the correction of, access to, and protection of your personal information under the *Privacy Act* and to file a complaint with the Privacy Commissioner of Canada over Infrastructure Canada's handling of your information.



Purpose	For information
Areas of note/ Key issues	<p>This report covers two subject matters for discussion under this agenda item:</p> <p>1. <u>Diversity, Equity and Inclusion (DE&I)</u></p> <p>This is to update the Committee on the Corporation’s Diversity, Equity and Inclusion initiatives to date.</p> <p>Waterfront Toronto is committed to creating a diverse, equitable and inclusive workforce and culture and more must be done. Toronto is among the most ethnically diverse cities in the world and if the Corporation is to deliver on its promise to create a “waterfront for all” we must identify and remove barriers to the participation of Canada’s diverse communities in waterfront revitalization.</p> <p>Efforts underway:</p> <p>Indigenous engagement and involvement - Ontario is home to the largest Indigenous population in Canada, and Waterfront Toronto is committed to ongoing engagement with Indigenous communities through the following undertakings:</p> <ul style="list-style-type: none"> • In February 2020, Waterfront Toronto signed a Memorandum of Understanding with the Mississaugas of the Credit First Nation to commit to work together as partners, meeting regularly ever since. • Since 2019, we have had Indigenous Field Liaison Representatives monitor the excavation of the new river valley in the Port Lands, to ensure that Indigenous cultural land heritage artifacts are identified, catalogued and retained. • The Corporation also engaged an Indigenous consultant to advise on opportunities to incorporate Indigenous cultural considerations in all aspects of the park and river systems in the Port Lands project. • There are several permanent and temporary indigenous art pieces planned for 2021 along the waterfront. • Waterfront Toronto is currently recruiting for an Indigenous Design Expert to join the Corporation’s Design Review Panel. • Waterfront Toronto staff, Board Directors and Design Review Panel members have participated in mandatory Indigenous Cultural Safety training provided by the Provincial Health Services Authority. The goal of this in-depth 8-week training program is to develop understanding, enhance self-awareness and promote positive partnerships between service providers and Indigenous people.

	<p>Creating an inclusive workforce – Waterfront Toronto is committed to creating a diverse, equitable and inclusive workforce and to focus on fostering an inclusive culture free from discrimination environment through the following undertakings:</p> <ul style="list-style-type: none"> • In 2018, all employees participated in Respect in the Workplace training which focused on creating a positive and respectful work environment and culture. • Since September 2019, our Human Resource Team has undergone <i>Battling Systemic Racism in the Workplace</i> training. The training explores ways and means to eliminate systemic racism and unconscious bias in recruitment and, explore how to raise awareness and eliminate unconscious bias when managing employee performance and employee-centric decision making. • Job postings have been changed to reinforce the Corporation’s commitment to build a representative workforce and fostering a positive and progressive workforce. • Further enhancements to recruitment process involving the analysis of policies, practices and systems and gathering data to measure and create targets will aid in reducing employment barriers. • In 2021 mandatory training will be delivered to all staff that will focus on fostering an inclusive culture free from discrimination workplace, unconscious bias, and valuing the diverse perspectives that all staff bring. <p>2. Supporting Career Growth and Retention The CEO is looking at any barrier to retention at Waterfront Toronto and the Corporation’s needs for the future growth for existing staff.</p>
Next Steps	A Diversity, Equity and Inclusion consultant will be engaged to develop and implement a comprehensive DE&I program for the Corporation including setting a baseline as well as targets for future goals. Management will continue working with the Committee and provide updates on the items discussed above.



Purpose	<p>Inform the Human Resources, Governance and Stakeholder Relations Committee of Management’s plan to implement a reputational tracking program that measures perceptions of Waterfront Toronto in terms of social expectations, vision and leadership and social responsibility and helps the Board and Corporation.</p>
Areas of note/ Key issues	<p>With intangible assets such as reputation and brand awareness now comprising the majority of the organizations’ value, understanding and mitigating reputational risks is an important function of Boards and Senior Management’s. Today many private and public sector organizations have implemented programs to track reputational risk by recruiting a group of highly engaged citizens.</p> <p>While Waterfront Toronto is recognized for its project-specific public engagement practices, the Corporation must add to its “architecture of listening” in order to be more inclusive and equitable.</p> <p>A. Purpose of reputational tracking program: By incorporating reputational risk into a Corporation’s overarching risk Management’s program, Waterfront Toronto will better predict how the issues will impact the Corporation and mitigate them before they escalate.</p> <p>B. Value to the Board and Corporation</p> <ul style="list-style-type: none"> • Allows Waterfront Toronto to better understand how its stakeholders view the Corporation and how its objectives, purpose and actions generate stakeholder support. • Generates insights into how to better align corporate objectives more closely with stakeholder expectations. • Measurement and evaluation aid the processes of prioritizing and allocating resources to the most effective and impactful activities while avoiding ineffective and unnecessary activities. • Helps clarify communication messages. • Builds on the Corporation’s efforts to merge financial and operational reporting with its Corporate Social Responsibility (CSR) achievements. Organizations with strong CSR programs tend to have stronger reputation amongst stakeholders. • Increased social equity as a broader group of stakeholders is engaged. <p>C. Approach: Waterfront Toronto will engage a vendor with expertise in reputation tracking. The vendor will work with the Corporation to recruit a stakeholder population that can be surveyed up to four times a year (reputation data tends to stay flat reducing the need for frequent surveys). A reputational risk dashboard reporting on key indicators will be generated bi-annually. Resources will be reallocated from within the approved Corporate Communications budget.</p>
Next Steps	<p>Conduct competitive procurement and engage a vendor to develop a reputational tracking program and report back to the next scheduled HRGSR Committee meeting.</p>



Human Resources, Governance and Stakeholder Relations (HRGSR)
Committee
November 12, 2020
Item 12 – Resolutions Arising from the Closed Session
HRGSR Committee Members

ON MOTION duly made by [●] and seconded by [●] and carried, it was **RESOLVED** that the Minutes of the Closed Session of the HRGSR Committee meeting held on June 11, 2020 be approved as tabled.