

**MINUTES of the Open Session of the Meeting of the  
Human Resources, Governance and Stakeholder Relations Committee  
of the Toronto Waterfront Revitalization Corporation  
Via Hybrid: In-Person and Microsoft Teams Teleconference  
Monday, March 17<sup>th</sup>, 2025 at 9:00 a.m. local time**

**COMMITTEE:** Rahul Bhardwaj (chair)  
Wende Cartwright  
Paul Khawaja  
Deputy Mayor Ausma Malik

**REGRETS:** None

**ATTENDANCE: WATERFRONT TORONTO**  
George Zegarac - President and CEO  
Ian Ness - General Counsel  
Lisa Taylor - Chief Financial Officer  
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  
Pina Mallozzi – SVP, Design  
Chris Glaisek – Chief Planning and Design Officer  
Charmaine Miller - Executive Assistant to the CEO & Board Admin  
Kathleen Pollard - Board Administrative Assistant

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

- Jack Winberg, Drew Fagan, Leslie Woo – Directors, Waterfront Toronto Board
- Anamika Srivastava, Vania Emerson, Jasmine Haghighi - Housing, Infrastructure and Communities Canada
- Cory MacDonald, Courtney Childs, Jonathon Vita, Anna Golovkin – Ontario Ministry of Infrastructure
- Jay Paleja - Waterfront Secretariat, City of Toronto
- Heather Wilkinson – H. Wilkinson Consulting Group

Ian Ness acted as secretary of the meeting. The Chair welcomed everyone to the meeting of the Human Resources, Governance and Stakeholder Relations Committee (“HRGSR” or the “Committee”) of the Toronto Waterfront Revitalization Corporation (“Waterfront Toronto” or the “Corporation”).

With notice of the meeting having been sent to all members of the Committee in accordance with the Corporation’s By-laws and a quorum being present, the Chair called the meeting to order at 9:01 a.m. and declared that the meeting was duly constituted for the transaction of business.

**1. Land Acknowledgement**

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 Wende Cartwright, and seconded by Paul Khawaja and carried, it was **RESOLVED** that Agenda for the day's meeting be approved.

**3. Declaration of Conflicts of Interest**

There were no conflicts of interest declared.

**4. Consent Agenda**

**Draft Minutes of the Open Session of the November 7, 2024 HRGSR Committee Meeting**

**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 November 7, 2024, be approved, as tabled.

**5. Information Items**

**a) Environmental, Social and Governance (ESG) Update**

At the meeting a report on ESG was presented. The report was taken as read. Committee members stressed that messaging of the ESG initiatives was important, especially in the current environment where some are questioning DEI activities. Management reaffirmed that the Corporation is committed to continuing to advance ESG in accordance with stated goals and objectives but recognized how ESG is characterized and positioned at Waterfront Toronto is important for internal and stakeholder clarity. The Committee agreed that this would be discussed at the next meeting.

**b) Human Resources (HR) Report**

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 largely taken as read and Rose Desrochers, VP Human Resources & Administration, reiterated Waterfront Toronto's commitment to DEI and noted that the most recent Equity Census achieved a 96% participation rate and demonstrated continued support for DEI initiatives, with several training sessions underway over the next quarter. The

Committee Chair suggested that the corporation prepare key messaging around DEI, given the current climate, and that the language used must be carefully considered. It was agreed that the Communications team prepare key messaging to be shared at the next meeting. The Committee noted that good progress had been made regarding the way KPI's are reported.

**6. 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 Wende Cartwright, and carried, the Committee **RESOLVED** to go into Closed Session to continue discussions on items 7,8, 9, and 10. The exception relied on for the discussion for item 7 in the Closed Session is provided in the minutes of the Open Session of the November 7, 2024 HRGSR Committee meeting contained under item 4 of this agenda, for item 8 is section 6.1.1(k), and for items 9 and 10 is Section 6.1.1(k) of By-Law No. 2. The Committee continued in Closed Session.

**7. Consent Agenda**

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

**8. Next Phase of Waterfront Revitalization**

**9. PLFP Parks & Public Realm Launch Strategy Update**

**10. Waterfront Toronto Long Term Strategic Planning Update**

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

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

**12. Resolution Arising from the Closed Session**

**Item 7 Draft Minutes of the Closed Session November 7, 2024 Meeting**

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

**13. 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 10:14 a.m. local time.

**14. Directors Only Session**

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Committee Chair

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Secretary of the Meeting