

Minutes of the Partnership Committee of the Toronto Waterfront Revitalization Corporation held at the offices of Toronto Waterfront Revitalization Corporation, 20 Bay Street, Suite 1310, Toronto, Ontario on Monday, September 12, 2016 at 3:00 p.m., local time.

PRESENT: Helen Burstyn
Mohamed Dhanani
Ross McGregor

ABSENT:

The following additional persons were in attendance, unless otherwise noted, throughout the meeting or only for particular items as noted in these notes: William Fleissig, President and Chief Executive Officer; Marisa Piattelli, Chief Administrative Officer; Kristina Verner, Director Intelligent Communities; Ian Beverley, General Counsel; and Sonya Pead, Associate Legal Counsel.

The Chair, Helen Burstyn, took the chair and with the consent of the Committee members present, appointed Ann Landry to act as secretary of the meeting.

The Chair declared that a quorum of the Committee Members was present and was properly constituted for the transaction of business.

1. Motion to Approve Agenda

ON MOTION duly made by Ross McGregor, seconded by Mohamed Dhanani and carried, it was **RESOLVED** that the Meeting Agenda was approved.

2. Declaration of Conflicts of Interest

There were no conflicts declared.

3. Partnership Committee Mandate

The Chair tabled the Mandate for review and discussion. She advised that as the Corporation moves into the next phase of work, it is evident, given government pressures, that alternative sources of funding are necessary. She advised that Management felt the Board would be critical in developing partnerships and required a mechanism to engage the Board. The Board created the Partnership Committee at its meeting on April 27, 2016.

The Committee discussed potential additional Committee members including members of the public who could assist the Committee in carrying out its mandate.

Further discussion was not required and **ON MOTION** duly made by Ross McGregor, seconded by Helen Burstyn and carried, it was **RESOLVED** that the Partnership Committee Mandate was approved.

4. Partnerships Strategy and Guiding Principles

Will Fleissig introduced the strategy and guiding principles of the partnerships initiative that fosters the broad support of colleges, universities, not-for-profits, philanthropic organizations, pension funds, industry and technology companies, equity investors and business owners to assist in advanced strategies, design, planning and execution of waterfront revitalization that position Toronto, Ontario and Canada as a leading innovator that integrates the reduction of carbon in everything we produce, build and do, in order to promote new technologies, companies and solutions to create significant new jobs for Toronto's emerging economy and create ideal, urban communities that set new benchmarks for climate response, inclusiveness, innovation and livability.

Marisa Piattelli advised that there is interest to find new ways to fund projects among the three orders of government. Waterfront Toronto will broaden and deepen partnerships central to the Corporation's next phase of revitalization work and may also address the larger challenges facing cities around the world. Waterfront Toronto will create new business models that reduce dependence on public funding and capture renewed private sector interest in revitalization.

She advised that the Board has previously discussed the timing for Waterfront Toronto philanthropic activity for parks and public realm and in 2013, KCI completed a Philanthropic Strategy for the Corporation. She advised that KCI's report found that philanthropic giving to parks and public realm is in its infancy in Canada and Waterfront Toronto should identify smaller pilot projects to attract corporate sponsors or other philanthropic interest. She advised that the potential for a partnership approach with the City to bundle assets and programming is in line with the objectives of potential donors. She further advised that the long term operation of those potential spaces is a central issue that requires more exploration.

Ms. Piattelli then provided an overview of potential challenges facing the Corporation, including:

- Identifying high-value areas of opportunity where Waterfront Toronto's objectives align with private sector challenges, emerging technologies and global priorities, e.g. climate change; and
- Providing governance and operational support for new ways of engaging potential industry, academic and not-for-profit partners to achieve Waterfront Toronto's vision of creating climate positive, prosperous and livable communities:
 - Legal frameworks (MOU's, partnership agreements, etc.)
 - Procurement processes (open calls for collaborators, innovation, social procurement, etc.)

5. Partnership Streams

Ms. Piattelli provided an overview of potential partnership streams including:

- Government to Government
- Government to Business
- Government to Business
- Government to Business

She provided a description of each of the streams along with the governance and procurement considerations associated with each one. She advised that Management is exploring procurement models in order to create slegal templates and framework agreements that may be utilized as partnerships and/or philanthropy opportunities are realized.

Committee members provided the following comments. Management should ensure:

- the marketability and receptive capacity of this initiative and therefore must include a focus on economic development - philanthropic donations can also be considered “investments” that have the potential to provide a return to the investor;
- a focus on inclusiveness and diversity that includes, for instance, faith-based organizations.

The Committee’s comments were discussed and noted. It was agreed that the strategy would be revised to reflect these Committee comments.

6. Memoranda of Understanding (“MOU”)

Kristina Verner advised the Committee that Management is working on MOUs with MaRS Discovery District, Ontario Centre of Excellence and Siemens Canada. She provided a brief overview of the discussions that have taken place and the potential for synergies with the respective organizations.

7. Preliminary Projects

Ms. Verner introduced three preliminary projects that Management is presently working on:

Project #1 – The City Exchange

The City Exchange will:

- provide a demonstration space to test technologies and/or materials that may have broader relevance to the excellence in sustainability in Waterfront Toronto’s developments in Quayside, Villiers and the Port Lands.
- provide a location for stakeholders in industry, government, academia and the general public to discuss and explore key topics related to climate change, smart cities and urban design.

- create a think/make/do lab focused on defining challenges and the opportunity of the waterfront as a centre for solutions on a global scale.
- provide shared soft-landing workspace where entrepreneurial companies and industry leaders can converge to advance solutions in smart and resilient buildings and communities.
- gather stakeholders from industry, academia and the not-for-profit sector to collaboratively innovate and showcase solutions with a specific focus on innovative techniques, materials and technologies to help Waterfront Toronto achieve its vision of climate positive, prosperous and liveable communities.

Ms. Verner provided the phasing strategy for the project and advised that the next step is a call for collaborators.

The Committee encouraged Management to ensure the building is a true flex space with the ability to adapt as necessary and with continuous programming to keep the innovation agenda relevant and further the innovation objectives of the Corporation.

Project #2 – Scale Summit

The intent of the Summit is to explore the ways in which the waterfront, as a testbed, can help address the issue of bringing Canadian companies to scale especially in the critical areas of clean tech, media tech and fin tech.

35-50 key leaders from the industry, academia and innovation cluster groups will be invited to participate in the summit with the Opening Keynote being Dominic Barton, McKinsey & Company and a briefing document by faculty at the Munk School of Global Affairs, Innovation Policy Lab will be provided in advance to participants to provide context. The facilitated half-day knowledge exchange between participants will result in a memo capturing key themes that will be shared with government and industry for follow up and implementation opportunities.

The intent is to focus discussion on ways to engage the full range of partnerships including leading technology and manufacturing partners, academia, not for profit, and government to address scale, innovation and climate positive developments in the next stage of waterfront revitalization. Quayside will be presented as the immediate opportunity to pilot innovative approaches.

The Committee suggested that key questions be developed and provided to the participants in advance of the Summit asking them to be prepared to speak to the issues and perhaps provide input before the Summit.

The Committee requested that a draft Agenda for the Summit be distributed to the Committee members for their review.

Project #3 – Jack Layton Ferry Terminal and Harbour Square Park

Chris Glaisek presented the details of the Jack Layton Ferry Terminal Project. He advised that an International Design Competition was launched in November 2014 to develop a bold new concept for the Jack Layton Ferry Terminal and Harbour Square Park and the “Harbour Landing” Design by KPMB, Greenberg Consultants and West 8 (“KPMB”) was the winner. KPMB have completed a refinement to the Competition Master Plan, which includes the integration of the feedback from the Jury, Stakeholders, City and Agency Representatives and the Design Review Panel. Public consultations were held in November 2015 and January 28, 2016 to refine and finalize the Master Plan Report.

Waterfront Toronto has worked collaboratively with Parks, Recreation and Forestry and Deputy Mayor Pam McConnell to secure funding for a Phase 1A “quick start”, a new entrance landscape and the design is underway. He further advised that construction of Phase 1A is anticipated to be completed by May 2018.

Mr. Glaisek provided the details of the work contemplated in Phase 1A including landscape improvements and required electrical work. He advised that approximately \$75 million is required to deliver the core project (Phases 1 and 2).

He advised that Management is of the opinion that this is an ideal project to pilot an alternative funding delivery model including exploring the following potential options:

- Government Funding (Federal and Provincial Grants, City Capital Funding);
- Development Charges (Section 37 and Section 42);
- A hybrid of Philanthropy, Corporate Sponsorship, Not for Profit, Foundation engagement and civic/public engagement.

Our work should also consider opportunities which arise from the re-development of the Ferry Terminal including possible increased ferry service and ferry service to new locations. Options to consider include:

- the creation of a network of water taxi stops connecting destinations around the harbour
- the maintenance of city-side facilities for marine users on the Toronto Island
- the incorporation of marine uses that complement and activate land side uses of East Bayfront.

Mr. Glaisek advised that Waterfront Toronto is proposing to undertake an implementation plan and business case to establish a funding model to deliver the project. A preliminary budget would be created and distributed to the Committee for their review.

Discussion ensued, questions were posed and answered, and **ON MOTION** duly made by Helen Burstyn, seconded by Ross McGregor and carried, it was **RESOLVED** that the Committee approve Management’s recommendation to undertake an implementation plan and business case to establish a funding model to deliver Jack Layton Ferry Terminal and Harbour Square Park.

8. Termination of the Meeting

There being no further business, **ON MOTION**, duly made by Helen Burstyn, seconded by Mohamed Dhanani and carried, it was **RESOLVED** that the meeting be terminated at 5:00 p.m. local time.

Chairman

Secretary of the Meeting

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