

MINUTES of the 109<sup>th</sup> meeting of the Board of Directors of the Toronto Waterfront Revitalization Corporation held at the offices of Toronto Waterfront Revitalization Corporation, 20 Bay Street, Suite 1310, Toronto, Ontario on Monday, May 5, 2014 at 8:00 a.m. local time.

PRESENT: Mark Wilson, Chair  
Jack Cockwell  
Michael Copeland  
Sue Dabarno  
Kevin Garland  
Janet Graham  
David Johnson  
Sheldon Levy  
Ross McGregor  
Joe Pantalone  
Councillor Jaye Robinson  
Gary Wright

ABSENT:

The following additional persons were in attendance, unless otherwise noted, throughout the meeting or only for particular business items as noted in these minutes: John Campbell, President and Chief Executive Officer; Chad McCleave, Chief Financial Officer; David Kusturin, Chief Operating Officer; Marisa Piattelli, Chief Administrative Officer; Meg Davis, V.P. Development; Chris Glaisek, V.P. Planning and Design; Ian Beverley, General Counsel; and Kristina Verner, Director, Intelligent Communities.

Also in attendance was David Stonehouse of the City Secretariat.

The Chairman, Mark Wilson, took the chair, and with the consent of the Directors, appointed Ann Landry to act as secretary of the meeting.

The Chair declared that a quorum of Directors was present and that notice of the meeting having been duly sent to all Directors in accordance with the Corporation's By-laws, the meeting was duly called and regularly constituted for the transaction of business.

Jack Cockwell declared a conflict with regard to Enwave, and the Request for Qualifications ("RFQ") for the Waterfront Innovation Centre. It was agreed that he would leave the meeting prior to any material discussions regarding Enwave or the RFQ.

## **1. Approval of Consent Agenda**

**ON MOTION** duly made, seconded and carried, it was **RESOLVED** that the Consent Agenda for the 109<sup>th</sup> meeting of the Board, held on Monday, May 5, 2014 be and is hereby accepted and approved.

## 2. CEO Report

John Campbell tabled reports and information on various matters, which included the following subjects and information and on which the following Board and Management comments were made:

- *Construction Progress* – A slide presentation of progress to date was provided.
- *Gardiner Environmental Assessment (“EA”)* – A Work plan and schedule for the Gardiner is being revised to address the direction from the Public Works and Infrastructure Committee on March 4, 2014. The revised work plan will look to further study issues raised and develop and evaluate the Hybrid proposal. The revised schedule will include further stakeholder consultation and lead to reporting back to Public Works and Infrastructure Committee in February 2015.

- *Billy Bishop Toronto Community Airport*

There has been a recent exchange of correspondence between the Toronto Port Authority (“TPA”) and the City concerning next steps and caps. The TPA wants to proceed with exploratory work (Environmental Assessment) before agreeing to caps and the City Council directive has made the caps a pre-condition. Waterfront Toronto has provided input on the TPA’s Request for Proposals (“RFP”) documents for the work.

- *West Don Lands (“WDL”)*

Urban Capital is on track to commence occupancy of their Phase 2 building in early 2015.

- *Anishnawbe Health Toronto (“AHT”)*

On March 31, 2014, the Province announced that it has transferred a block of land to Anishnawbe Health Toronto (“AHT”) for the purposes of Aboriginal health and cultural centres, to be built following the Pan/Parapan American Games. The block is on the southeast corner of Front and Cherry Streets in WDL. The development is planned to include a community health centre and a cultural hub that could include spaces for education, social enterprises and the performing arts. This was not part of Waterfront Toronto’s original planning, however the Corporation will offer assistance to help make this an excellent project and AHT will enter into a development agreement with Waterfront Toronto as per its agreement with the Province, to secure development in accordance with WDL Precinct Plan objectives.

- *East Bayfront (“EBF”)*

Work continues on approvals and agreements for servicing Bayside and transferring land title. Phase 1 of the Plan of Subdivision was registered on March 31, 2014.

Tridel and Hines continue to process their municipal approvals for Aqualina (first phase of Bayside) and are targeting a spring construction start. Construction of the local municipal services continues on site.

The Delivery Agreement for the funding of the sanitary and stormwater service from EBF to Cherry Street was executed on March 24, 2014.

The online/social media street naming campaign for the Bayside Toronto development is underway.

A confidential RFP for the Waterfront Innovation Centre on Blocks 1 and 2 of the Dockside district was issued to four shortlisted proponents on March 31, 2014.

- *Central Waterfront (“CWF”)*

The Queens Quay Boulevard reconstruction continues. Waterfront Toronto is actively working with the Waterfront Business Improvement Area (“BIA”) to help mitigate the impacts of construction on local businesses. The Corporation continues to participate in early planning sessions with the BIA and other partners on how to best leverage planned and potential events on Queens Quay in the summer of 2015 in order to promote Queens Quay revitalization in a cost-effective way.

- *Health and Safety* - There have been minor incidents since the previous report however none have resulted in loss of time.

- *Don Mouth Naturalization and Port Lands Flood Protection Project (“DMNP”) & Lower Don Lands (“LDL”) Environmental Assessments (“EAs”)* - Waterfront Toronto, the City of Toronto and Toronto and Region Conservation (“TRCA”) continue to work towards the implementation of Phase 2 of the Port Lands Acceleration Initiative (“PLAI”).

The EA for the DMNP was submitted to the Ministry of the Environment on March 3, 2014. The formal review period closed on April 21, 2014.

- *Port Lands Planning Framework/Transportation and Servicing Master Plan EA*

Waterfront Toronto and the City of Toronto continue to work towards developing a high-level Planning Framework for the Port Lands. At the March 19, 2014 Board Meeting, the four land-use options for the Planning Framework were presented. The plan is being reworked to address concerns raised at the Board meeting regarding the overall economic role of this area in the City plan.

- *Environment and Innovation*

The carbon tool is now available as a LEED credit which promotes recognition of carbon reduction reporting for buildings through LEED and is helpful in getting projects within the waterfront to implement the carbon tool in decisions based on a comparison of carbon emissions through the design decision making process.

Waterfront Toronto is progressing with the provision of up to 8 Electric Vehicle charging stations in the underground parking lot at George Brown College. These spaces will initially be used by the Toronto2015 Pan/Para-pan Am Games organizing committee. The infrastructure is then a legacy to George Brown College Building and community. Staff is working through technical issues to ensure a business case exists and addresses logistical issues to take advantage of funding for the infrastructure from the provincial Ministry of Transportation (“MTO”). Efforts will then turn to developing the appropriate form of procurement for this opportunity.

- *Intelligent Communities*

Kristina Verner advised that the Intelligent Community Forum Top 7 Site Visit was held on April 15-16, 2014. Sites showcased included the Art Gallery of Ontario, the Screen Industries Research & Training (SIRT) Centre, Ryerson’s DMZ, OCAD University, Daniels Spectrum, George Brown College School of Design, MaRS, the Toronto International Film Festival, Evergreen Brickworks and the Waterfront Revitalization. There was significant support for this effort from not only the site visit hosts, but also Waterfront Toronto’s industry partners. Support was received from INVEST Toronto, the City of Toronto, IBM Canada, Cisco Canada, Beanfield Metroconnect, Marz Media, Fedup Films, and 1GOMedia.

The ICF has already noted favourably that Toronto was the first participant in the history of the awards program to select both youth and cultural ambassadors as part of the Top 7 delegation.

The site visit was highly effective and positioned the City well heading into the final stage of the award cycle.

- *Jack Layton Ferry Terminal and Harbour Square Park*

With support from City of Toronto's Parks, Forestry and Recreation department and Councillor McConnell's office, Waterfront Toronto will be hosting a design competition for the Jack Layton Ferry Terminal and Harbour Square Park. The competition RFQ is scheduled to be issued in late July 2014, with short-listed candidates selected by the end of September 2014. The short-listed candidates will then compete in an 8 week design competition, with a successful proponent being selected by mid-December. The successful proponent will then be awarded a contract to refine the design, complete working drawings and provide construction oversight for Phase I of the overall Master Plan.

- *Urban Park and Waterfront Trail at Ontario Place*

The design of the Park and Trail at Ontario Place is currently on schedule and is tracking on budget. The team is currently finalizing materials, the lighting strategy, signage/wayfinding and interpretative work with the Mississaugas of the New Credit First Nation. The final design will be presented to the Waterfront Toronto Design Review Panel on June 11, 2014. Construction activities for the sub-surface component of the work will commence in June 2014.

- *Social Media*

The Corporation continues to look at new ways to grow participation and get our message out to the public.

- *Hiring Practices*

Given the recent media attention on TCHC human resources issues, the CEO reminded the Board of the Corporation's hiring practices which include the following:

- No one can hire/fire his/her subordinates without obtaining approval from one level up;
- Recruiters are used for senior positions; and
- Staff positions are posted internally and on the Waterfront Toronto website (selections are based on merit).

### **3. River City Phase III**

Chris Glaisek provided an overview of the River City Phase III designs. He responded to questions from the Board and advised that the presentation was for information purposes only.

#### 4. Committee Chair Reports

The Chair of the Governance Committee tabled three items reviewed and approved by the Committee at its meeting on April 30, 2014:

- *By-Law No. 2*

In order to continue to stay current and transparent and given today's technology and the ability to record using cell phones, etc., the Committee discussed Section 5 of By-Law No. 2 regarding the recording of meetings. The Committee agreed that Section 5 was outdated and further agreed that except for in-camera meetings, broadcasting, video or other recordings may be made of meetings, with prior notice to the Board or the Committee.

The Chair responded to questions and concerns from the Board specifically with regard to current practices around the posting of materials on the web site. It was agreed that Management would review the By-Law in order to ensure that it and current practices are consistent and then circulate it to the Governance Committee members for review and approval prior to tabling it at the June 25<sup>th</sup> Board meeting.

- *Communications, Marketing and Government Relations Committee and Governance Committee Mandates*

The Communications and Marketing Committee Mandate was reviewed at the Communications and Marketing Committee meeting on March 26, 2014 to include oversight of Government Relations where it was agreed that government relations naturally falls within the purview of the Communications and Marketing Committee, not the Governance Committee where it previously lived. The Committee was then referred to as the "Communications, Marketing and Government Relations Committee" and both its mandate and that of the Governance Committee were revised accordingly and reviewed by the Governance Committee. Further discussion was not required and **ON MOTION**, duly made, seconded and carried, it was **RESOLVED** that the revised Communications, Marketing and Government Relations Committee Mandate as well as the Governance Committee Mandate be and are hereby approved.

- *Board Member Remuneration Policy*

In order to ensure consistency with current practice, the Board's remuneration policy was revised to include "meetings with politicians, their staff and officials" in the list of meetings covered by the annual stipend. Discussion was not required and **ON MOTION**, duly made, seconded and carried, it was **RESOLVED** that the revised Board Member Remuneration Policy which be and is hereby approved.

## 5. Cost Management Report

The Cost Management Report was tabled and received and David Kusturin responded to queries from the Board.

## 6. Environmental Issues

Ian Beverley advised that there were no environmental issues to be reported.

## 7. Adjournment of the Public Session

There being no further business other than matters to be considered in-camera, **ON MOTION** duly made, seconded and carried, it was **RESOLVED** that in accordance with Section 190 of the *City of Toronto Act*, in-camera matters were now to be considered. The Chair indicated to members of the public present that it was now in order for them to depart from the meeting. Members of public then left the meeting. The meeting then adjourned at 9:45 a.m. local time, to be momentarily reconvened as an in-camera meeting.

## 15 Minute Recess

### In Camera Session

10:00 a.m.

## 1. CEO Report

John Campbell tabled reports and information on various confidential matters, including:

- East Bayfront – Quayside Lands;
- East Bayfront – Bayside, Private Lands and Ontario Municipal Board Appeals and George Brown College;
- Northland Power Inc. and District Energy;
- West Don Lands – Flood Protection Landform, Underpass Park Phase 2, and Re kai Centre; and
- Government Relations.

## 2. Project Commitments

Chad McCleave tabled a confidential report regarding project commitments in advance of funding and responded to questions from the Board. A fulsome discussion ensued and **ON MOTION**, duly made, seconded and carried, it was **RESOLVED** that the Board hereby approves up to \$9 million of commitments in advance of secure funding as recommended by Management.

**3. East Bayfront LRT Business Case**

Chad McCleave tabled a confidential report regarding the East Bayfront LRT Business Case and provided an overview of the details of the Business Case. A fulsome discussion ensued and **ON MOTION**, duly made, seconded and carried, it was **RESOLVED** that the Board hereby approves the submission of the East Bayfront LRT Business Case to P3 Canada.

**4. Termination of the Meeting**

There being no further business, **ON MOTION**, duly made, seconded and carried, it was **RESOLVED** that the meeting be terminated at 12:00 p.m. local time.

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Chairman

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Secretary of the Meeting