

MINUTES of the Public portion of the 70<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 Wednesday, October 15, 2008 at 10:50 a.m. local time.

PRESENT: Mark Wilson, Chair  
Bill Charnetski  
Jack Cockwell  
Renato Discenza  
Kevin Garland  
Janet Graham  
David Johnson  
Ross McGregor  
Mayor David Miller  
John Sandusky

ABSENT: Sue Dabarno  
Vivien Dzau

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; Robert Siddall, Chief Financial Officer; Victor Wong, V.P. Legal; Marisa Piattelli, V.P. Government Relations, Communications & Strategic Partnerships; Andrew Gray, V.P. Development, East Bayfront; Meg Davis, V.P. Development, West Don Lands; Christopher Glaisek, V.P. Planning & Design; Lisa Prime, Director of Sustainability; David Kusturin, V.P. Program Management; Bill Hutchison, Executive Director, Intelligent Communities; and Raffi Bedrosyan, Director, Port Lands Development.

Also in attendance were Elaine Baxter-Trahair, City Secretariat, John Piper, Mayor's Office and Susan Hughes, Supervisor Special Projects-Archaeology, Heritage Preservation Services.

The Chairman, Mark Wilson, continued in the chair, and Ann Marie Landry continued to act as secretary of the meeting.

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

**ON MOTION** duly made, seconded and carried, it was **RESOLVED** that the Consent Agenda for the Public session of the 70<sup>th</sup> meeting of the Board, held on Wednesday, October 15, 2008 be accepted and approved by the Board of Directors.

## **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:

- *Gardiner Environmental Assessment (“EA”)* – The work on the Gardiner EA is underway with the joint Steering Committee and the TWRC-City Staff Working Group (“**the Group**”) meeting regularly. The meetings are alternately chaired by the Deputy City Manager, Richard Butts and John Campbell to help reinforce this working arrangement. The Group is currently targeting the June City Council meeting to table the terms of reference which is the first step in an individual EA. This is a very compressed time frame and tasks are being organized accordingly.
- *York Ramps EA* – This EA is underway with the City having completed a draft Request for Proposals (“RFP”) which has been approved by Waterfront Toronto staff to ensure consistency with the goals of the Central Waterfront Public Realm plan.
- *Lake Ontario Park* – Lisa Raitt has been elected and the Corporation wishes her well. She was a good ally to the Corporation and her departure from the Toronto Port Authority has slowed down momentum in discussions regarding the relocation of the boat clubs. The Corporation is confident that once a replacement is named and has time to “get up to speed” on the issues, then negotiations can continue.
- *Queens Quay EA* – The issue concerning the alignment of the TTC right of way on Queens Quay Boulevard has or will soon be resolved within the City and the Corporation can then proceed to finalize the EA. Thanks to Mayor Miller for getting personally involved in this issue.
- *West Don Lands (“WDL”)* – Outstanding intergovernmental issues requiring resolution between the Province and the City on the Phase 1 Subdivision Conditions and Subdivision Agreement have greatly affected the project schedule and Management requires support from the Board. The core issue being that City protocol requires certain securities from subdivision applicants and the Province does not typically provide these. Normally the City asks for a percentage of the construction cost to ensure that they have access to funds immediately should there be a problem that requires City work and the Province typically self-insures and is not set up to issue Letters of Credit.

Management requested the Board’s assistance on this issue at a political level and it was agreed that the Chair and CEO would discuss this issue separately.

- *Construction* – Waterfront Toronto construction activities are accelerating with the award of several new contracts for installations across the waterfront. The Rees and Simcoe WaveDecks construction commenced this month with hoarding going up at both locations. Municipal infrastructure installations have commenced and the construction contract for the interim District Energy facility in East Bayfront (“EBF”) has been awarded to facilitate servicing of the Corus and George Brown College developments.

### 3. City of Toronto's New Model for Economic Vitality

Mayor Miller provided the Board with a brief report on a city-building initiative highlighting the following:

- Toronto's Executive Committee voted unanimously to adopt a report on this topic and in two weeks, City Council will consider this proposal;
- The report proposes the establishment of a new corporation called "Build Toronto" whose mandate will be to maximize the value of the real estate holdings of the City and its Agencies, Boards and Commissions;
- A partner agency, "Invest Toronto", will be established to engage the private sector in marketing and promoting Toronto for investment purposes;
- This initiative came about as a result of a review looking into the existing economic development roles of both the Toronto Economic Development Corporation ("TEDCO") and the City, and the potential role of a new single-purpose real estate development agency working with the broadest possible portfolio of available lands;
- As a result, this report recommends migrating the principal business functions of TEDCO to Build Toronto and Invest Toronto during 2008 and 2009;
- Concurrently, it recommends that TEDCO's non-waterfront lands be transferred to Build Toronto.
- As far as TEDCO holdings in the waterfront area are concerned, the report states that, "Waterfront Toronto continues as the revitalization lead within the designated waterfront area.";
- The report recommends that:
  - The City review all TEDCO holdings and leases in the waterfront area;
  - Waterfront Toronto assumes, for effective use, those TEDCO waterfront holdings the City designates for development in the near future, or for eventual use; and
  - The City identifies those industrial sites whose use will not likely change for a very long time.
- During a transitional period, TEDCO will function under the oversight of the City;
- From the standpoint of revitalizing the waterfront for local communities and visitors, it will be very important that Waterfront Toronto and its three government partners work closely with the City in realizing the dream of a great and dynamic waterfront; and

- When this matter is discussed at Council at the end of the month, it must be remembered that the City is not only creating a new model to enhance the City's economic competitiveness, but also, committing the existing organizations (in this case, Waterfront Toronto along with its Federal and Provincial partners and the City) to a more robust and "get-it-done" approach to waterfront revitalization, increasingly so, in the Port Lands.

#### 4. Capital Preservation – Parks

Christopher Glaisek made a presentation to the Board on the Corporation's Parks Operations and Maintenance Funding Strategy, highlighting the impetus behind the strategy, the approach, funding and the planning components in the strategy. He advised that the strategy was developed through the issuance of an RFP in 2007 whereby the proponent was tasked to develop a "rule of thumb" for estimating the annual cost of parks operations and maintenance ("O&M"), identify revenue sources separate from the City's general revenues and describe the characteristics of an entity that could be used to collect revenues and devote them to their intended task. He provided a brief overview of the results of the RFP and further described possible synergies currently being developed by the Corporation.

Mr. Glaisek responded to questions posed by the Board, discussion ensued and **ON MOTION** duly made, seconded and carried, it was **RESOLVED** that in order develop an integrated approach to the operations and maintenance of newly created waterfront parks, to assure the alignment of Waterfront Toronto's capital investments in parks with our Sustainability mandate, to ensure marketability of the waterfront area and influence the calibre of adjacent land development, and to ultimately protect the long-term viability of waterfront assets; the following recommendations made by Management are therefore accepted and approved:

- Incorporate base funding from Waterfront Toronto in the form of "Capital Preservation". This will constitute 10% of each park's capital construction budget. The financial implication is \$7 million for parks projects funded in the Long Term Plan which include Sherbourne Park, Jarvis Slip Public Space, Don River Park, Lake Ontario Park (Phase 1) and other smaller parks;
- Capital Budget is the base estimate for all works that take place on grade (including sod, shrubs, trees, paving, signage, artwork, etc.);
- Approach all three governments with the request to create a capital preservation account for designated parks;
- City draws down on fund over a period of 5 years based on actual costs for replacement of capital items;
- Integrate operations and maintenance considerations into the parks planning process for new parks;
- Identify and maximize on-site earned income; and

- Investigate with the City of Toronto, the establishment of BIA's (Business Improvement Area) early in the new waterfront neighbourhoods to help support park operations.

## 5. Archaeological Strategy

Margaret Goodfellow made a presentation to the Board on the Corporation's Archaeological Conservation and Management Strategy ("ACMS") highlighting the following:

- The study impetus and overview;
- The ACMS Steering Committee and Stakeholder Advisory Committee;
- The study area;
- The archaeological inventory; and
- Resource ratings.

Ms. Goodfellow and Susan Hughes, Supervisor Special Projects -Archaeology, Heritage Preservation Services, responded to questions posed by the Board. Discussion ensued and **ON MOTION** duly made, seconded and carried, it was **RESOLVED** that in order to further the work of the Archaeological Master Plan, developed by the City of Toronto, Waterfront Toronto and the City of Toronto recognized the need to develop policies and protocols to manage the archaeological resources of the waterfront in advance of the major construction required for its revitalization, and the following contingency plan and management's recommendations are therefore accepted and approved:

- Waterfront Toronto has allocated \$1 million as part of its corporate contingencies to carry out activities such as assessment work, salvage excavation and possible commemoration/interpretation related to any unexpected Grade 1 resource that may be found on public lands. These funds may be used to initiate the work while other sources of funding are investigated;
- Waterfront Toronto is developing concrete heritage interpretation plans and a uniform vision of their execution along the waterfront and their articulation with other aspects of open space/public realm design and development;
- Waterfront Toronto will develop a cultural heritage page within its website, wherein information concerning the history of the waterfront, its archaeological investigation and the resultant discoveries are featured; and
- Waterfront Toronto is investigating the feasibility of developing a means of interpreting and commemorating the history of the First Nations occupation of Toronto's waterfront and has formed a First Nations Working Group to identify the appropriate First Nations groups and representatives with whom to explore this option.

**6. 2009 Board Meeting Calendar**

A draft 2009 Board Meeting Schedule was tabled and **ON MOTION** duly made, seconded and carried, it was **RESOLVED** that the proposed 2009 Board Meeting Schedule be accepted and approved subject to the changes as noted.

**7. Departmental Reports**

Departmental Reports were accepted as presented.

**8. New Business**

There was no new business tabled.

**9. Termination of the Meeting**

There being no further business, **ON MOTION**, duly made, seconded and carried, it was **RESOLVED** that the meeting be terminated.

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Chair

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Secretary of the Meeting