

MINUTES of the Public portion of the 77th 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 28, 2009 at 10:50 a.m. local time..

PRESENT: Mark Wilson, Chair
 Bill Charnetski
 Sue Dabarno
 Kevin Garland
 Janet Graham
 David Johnson
 Ross McGregor
 Mayor David Miller
 Matti Siemiatycki

ABSENT: Jack Cockwell
 Mohammad Al Zaibak

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; David Kusturin, V.P. Program Management; Lisa Prime, Director of Sustainability; Ed Chalupka, Manager Government Relations; Sandra Tran, Director of Finance; Michelle Noble, Director of Communications and Marketing; Bill Hutchison, Executive Director Intelligent Communities.

Also in attendance were Elaine Baxter-Trahair, City Secretariat; John Piper, Mayor's Office; and Nancy Mudrinic, Infrastructure Partnership Branch, Ministry of Energy Infrastructure.

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 77th meeting of the Board, held on Wednesday, October 28, 2009 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.
- *East Bayfront (“EBF”)*

Dockside/George Brown College (“GBC”)/Corus Building – Site construction is very active and the Corporation is working on accommodating all required activities on site. We expect Corus to move into their building in April and GBC is expected to start excavation within a few weeks. The official ground breaking has been rescheduled from November 2, 2009 to later in the month. The GBC lease amendments allowing the project to be phased were unanimously approved by the City’s Executive Committee on October 26, 2009. GBC’s preliminary design was presented to the Design Review Panel in September and they have also conducted their initial meeting with the EBF Stakeholders Committee.

Sherbourne Park/Sugar Beach – Both parks are under construction and targeted for completion in 2010.

Parkside/Bayside Developments – The Parkside development proposal is scheduled to go to City Council on November 30, 2009 and the Corporation expects to announce the successful proponent once approved by Council. The Bayside Request for Proposals (“RFP”) will close on November 19, 2009 and Management will table a recommendation at the December 16, 2009 Board meeting.

- *West Don Lands (“WDL”)* – Work is moving forward with significant progress having been made on the approvals for the WDL Phase 1 Plan of Subdivision. The Risk Assessment/Risk Management Plan submitted to the Ministry of Environment (“MOE”) has not yet been approved. The Corporation is working with the Ontario Realty Corporation (“ORC”), the City of Toronto and the MOE to resolve their issues with the Plan in a way that allows the Toronto Community Housing Corporation (“TCHC”) project to stay on schedule.
- *Pan Am Games* – The Corporation is awaiting the Pan Am Games decision scheduled for November 6, 2009. The CEO will accompany Mr. Peterson and the bid team to Mexico to help with final presentations. In the meantime, the Corporation has developed an action plan to be implemented should Toronto be successful. The plan will be presented at the December 16, 2009 Board meeting if Toronto is successful.
- *Central Waterfront* – The Environmental Assessment (“EA”) for the revitalization of Queen’s Quay was approved by City Council on October 1, 2009 and will be submitted to the MOE prior to year end. The initial stakeholder meeting for Canada Square was held on September 16, 2009 and the RFP for design and engineering services has been issued. A design team

will be selected in early November. The Spadina Footbridge is on hold pending final discussions on the Long Term Plan (“LTP”), federal environmental approvals, Toronto Port Authority issues and resident’s concerns. The Corporation has received and responded to numerous letters expressing resident’s concerns regarding the Spadina Footbridge.

- *Port Lands* – Work is underway for the completion of the Leslie Street Greening. Toronto and Region Conservation Authority (“TRCA”) continues its design work on Tommy Thompson, Port Union and Mimico waterfront parks.
- *Lake Ontario Park (“LOP”)/Coatsworth Cut* – A review of the estimates for the creation of lands required for sedimentation control showed significant additional costs and as a result, the Corporation, along with TRCA and Toronto Water, is currently rethinking the strategy regarding this project.
- *Intergovernmental Steering Committee (“IGSC”)* – The Corporation is working with governments on streamlining approvals and on governance issues including “low hanging fruit” such as creating larger Contribution Agreements (“CAs”) and combining CAs where possible. Base level funding has not been viewed favourably and operational governance issues have not yet been resolved. The City has provided operational governance conditional upon the Provincial and Federal governments providing the same. The Federal government has not provided operational governance given its 2011 exit position and the Province will not likely make any significant decisions regarding the Corporation until after the Pan Am Games decision is announced.
- *Long Term Plan (“LTP”)* – The Corporation has been engaged in consultations with the three levels of government to further develop and discuss the 2009 LTP. The plan still requires significant borrowing and the Corporation is still not able to do so. Further, the commercial lending market would most likely not support this. This issue will be discussed at the December Board meeting as the Pan Am Games decision will have a significant impact on the Plan.
- *Streamlining Processes* – Management continues to meet with City staff to discuss possible solutions to this issue but the innovation agenda is a more complex endeavour.
- *Sustainability* – The Corporation has applied for a grant of \$400,000 from Canada Mortgage and Housing Corporation’s Equilibrium Communities Initiative. The submission includes Urban Capital and is intended to be used to conduct a Community Energy Plan for the WDL, maximizing community based strategies for reducing energy in the public realm and overall use. Urban Capital will explore reducing embodied energy of building materials

for River City, part of their carbon neutral plan.

- *Soil Management Facility* – There is now a defined site (north side of Unwin Avenue) for this facility which is designed to handle soil from the Designated Waterfront Area. Current economics do not support the facility without a subsidy however this is expected to change once construction in the marketplace resumes and landfill operators increase their tipping fees. The Corporation is proceeding with all approvals as it is expected that the facility will operate intermittently depending upon economics.

3. East Bayfront Precinct Review

Andrew Gray provided the Board with an in-depth presentation on the status of the East Bayfront precinct highlighting the following:

- waterfront neighbourhoods being WDL, EBF and Lower Don Lands;
- the key elements of the precinct;
- development protocols;
- key elements of each of the following development areas:
 - Dockside;
 - Parkside;
 - Quayside;
 - Bayside; and
 - Private land.
- the Corporation's innovative approach to stormwater management;
- the challenges facing the Corporation; and
- the Corporation's successes.

Mr. Gray then responded to questions from Board members.

4. Advocacy/Influencer Strategy

Marisa Piattelli advised that developing and implementing a formal influencer outreach effort is a priority identified in the Integrated Marketing and Communications Plan. She advised that the strategy is designed to enable the organization to build a network of key influencers and champions and to work with them in targeted priority areas (economic development, sustainability, intelligent communities, city building and design excellence). She advised that the goals of the strategy, like the rest of the marketing and communications plan, are to assist Waterfront Toronto in achieving greater profile, stronger impact and influence and increased funding support.

She advised that the last point is key: overall funding pressures coupled with the Federal Government's sunset clause make it imperative that the Corporation begin a concerted effort to build a broader network of influencer support enlisted to help champion Toronto's waterfront project including advocating continued public funding for the project. She advised that the effort is intended to include the direct involvement of the Board.

Ms. Piattelli provided the Board with an overview of the influencer strategy highlighted the following:

- An influencer strategy is a structured communications approach to engage and inform pre-qualified individuals and groups with the Corporation's core messages in order to build enduring relationships that translate into support for the Corporation's initiatives.
- The process includes the identification and pre-qualification of influencers, a strategy, tactics, key messages, a timeline and the assignment of duties.
- Top-line messaging has been developed to be easily communicated.
- Messaging should be designed for various purposes and audiences – from cocktail party chat to formal political briefings and everything in between.
- Influencer mapping has been developed with a list of names for each of the key priority areas: city building, sustainable development, design excellence, intelligent communities and economic development.

Board members supported the strategy and it was suggested that the influencer mapping also include the academic community.

Ms. Piattelli advised that Management would arrange one-on-one meetings with individual Board members in order to define potential contacts and agree on next steps. She further advised that the influencer mapping would be circulated to Board members following the Board meeting.

Ms. Piattelli advised that as part of the overall development of creative concepts intended to define all new Waterfront Toronto marketing materials, a vision brochure was created. Ms. Piattelli tabled a mock-up of the brochure advising that it is a "leave behind" document that is accessible, relevant and concise and features three important themes being rebranding, reconnecting and reinvestment. The brochure was enthusiastically accepted by the Board.

5. West Don Lands Public Art Strategy

Carla Guerrero, Project Manager Planning and Design, advised that the WDL Public Art Strategy represents a comprehensive vision for the integration of public art works within the public realm (streetscape and open spaces) throughout the neighbourhood as opposed to individual development parcels. She advised that the strategy includes recommendations for conceptualizing, planning, commissioning and implementing a diverse range of art opportunities that will greatly enrich the community with a significant upfront investment in public art that will be recuperated from land sale revenues. She advised that the public art ambitions for the WDL include:

- creating a sense of cohesiveness and identity unique to WDL;

- expressing the ongoing narrative of the site linking the past to the present to the future of the community;
- assisting in the creation of a distinctive neighbourhood that weaves into the network of other Toronto neighbourhoods; and
- uncovering the underlying systems within the site and within the larger context of the environment.

Ms. Guerrero provided the Board with a presentation highlighting the art ambitions, art opportunities and implementation strategies. She advised that art projects will be decided through a jury process (individual juries for each site composed of consistent experts along with additional members if required) and a Waterfront Toronto staff member will be a part of each jury. She further advised that an artist will be added to the Design Review Panel and a Request for Proposals is presently underway.

Ms. Guerrero advised that City Policy requires that 1% of the gross hard construction costs for all developer's projects in WDL be allocated to public art. She advised that the \$10 million budget will be allocated (in tranches as needed) from the Corporation's funds to be recovered at a later date from the developer's mandated contributions (1%).

Discussion ensued, questions were answered and comments were noted. The WDL Art Strategy was tabled for information purposes only.

6. Departmental Reports

Departmental Reports were accepted as presented.

7. Committee Chair Reports

There were no reports or comments noted.

8. Termination of the Meeting

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

Chair

Secretary of the Meeting