

WATERFRONTToronto

Board of Directors Meeting

Agenda and Meeting Book

THURSDAY, OCTOBER 8, 2020 FROM 8:30 AM TO 11:00 AM

MICROSOFT TEAMS MEETING



WATERFRONTToronto

Meeting Book - Board of Directors Meeting

Agenda - October 8, 2020 Board Meeting

8:30 a.m.	1. Motion to Approve Meeting Agenda	Approval	S. Diamond
8:35 a.m.	2. Declaration of Conflicts of Interest	Declaration	All
8:40 a.m.	3. Chair's Opening Remarks	Information	S. Diamond
8:45 a.m.	4. Consent Agenda		
	(a) Board Meeting - Highlights of Key Messages - Page 4	Information	All
	(b) CEO Report - Page 5	Information	G. Zegarac
	(c) Draft - Minutes of Open Session of the August 27, 2020 Board Meeting - Page 13	Approval	All
	(d) Finance, Audit and Risk Management(FARM) Committee Chair's Open Session Report Board - Page 17	Information	K. Sullivan
	(e) Investment and Real Estate Committee (IREC) Chair's Open Session Report - Page 20	Information	M. Mortazavi
9:00 a.m.	5. Marine Use Strategy Update	Information	C. Glaisek & R. Tasaka
	Coversheet - Page 21		
	Presentation - Page 22		
9:15 a.m.	6. Appointment of the Chair of the Human Resources, Governance and Stakeholder Relations Committee	Approval	S. Diamond
	Draft Resolution - Page 45		
9:20 a.m.	7. 2021 Board and Committee Calendar and Workplan	Approval	I. Ness & A. Adeleye
	Draft 2021 Board Calendar and Workplan - Page 46		
9:25 a.m.	8. Motion to go into Closed Session	Approval	All
	Closed Session Agenda		
	The Board will discuss items 9, 10, 11 and 12 being consideration of the draft Minutes of the Closed Session August 27, 2020 Board meeting, the FARM Committee Chair's Closed Session Report, the IREC Chair's Closed Session Report and the Board Closed Session Discussion respectively, in Closed Session, as permitted by By-Law No.2 of the Corporation. The exceptions relied for the discussion of item 9 in Closed Session is contained in the minutes of the Board Meeting held August 27, 2020 as provided in item 3(b) of this agenda, for item 10 is Section 6.1.1(k), for item 11 is Section 6.1.1(c) and for item 12 is Section 6.1.1(b) of By-Law No. 2. The Board will continue in Open Session at the end of the Closed Session to discuss and vote on any resolution(s) pertaining to the Closed Session.		
10:30 a.m.	13. Motion to go into Open Session	Approval	All

Public Session Agenda

10:35 a.m.	14. Resolution(s) Arising from the Closed Session Draft Resolution - Page 49	Approval	All
10:40 a.m.	15. Chair's Closing Remarks	Information	S. Diamond
10:45 a.m.	16. Motion to Terminate the Meeting	Approval	All

Agenda Item	Key Message
4 (b) CEO Report	The quarterly CEO Report presents an overview of the Board meeting and of the work of the Corporation, highlighting key issues and matters of importance from the perspective of the CEO. In particular, the CEO has provided comments on our continuing work from home practices, our Diversity training, public arts projects and our ongoing Indigenous consultation efforts.
4 (d) FARM Chair Report-open session	The Chair of the FARM Committee will present his report on matters arising from the meeting of the Committee held on September 17, 2020. All items discussed were for information as part of the regular quarterly update in accordance with the Committee mandate. Key areas of focus include enterprise risk, liquidity (including borrowing capacity), June 30, 2020 financial statements, results of the Performance Measurement Framework internal audit and report of the independent capital project monitor for the Port Lands Flood Protection project.
4 (e) IREC Chair Report-open session	The Chair of the IREC Committee will present his report on matters arising from the meeting of September 24, 2020. Key areas of focus remain to be review of projects involving the Corporation, such as the Reikai Centre, and developments and considerations relating to the Quayside project.
5. Marine Use Strategy Update	Management will present, for information, a review of the marine strategy for the Toronto Waterfront, and the role of the Corporation including participation in a Marine Coordination Committee to be set up late this year or early next year.
6. Appointment of Chair of HRGSR	In light of the recent resignation of Sevaun Palvetzian it is necessary for the Board to appoint a new chair for the Human Resources, Governance and Stakeholder Relations Committee. The Board Chair, Steve Diamond, will be recommending for approval by the Board that Wende Cartwright be appointed the Committee Chair.
7. 2021 Board and Committee Calendar and Work Plan	The Board will be presented, for approval , a proposed calendar and work plan for the Board and each Committee.
10 FARM Chair Report-closed session	The FARM Chair will present a report on matters arising from the closed session of the FARM Committee meeting held on September 17, 2020 including an update on COVID-19 Federal Stimulus funding and Port Lands Flood Protection matters.
11. IREC Chair Report-closed session	The IREC Chair will present a report on matters arising from the closed session of the IREC Committee meeting held on September 24, 2020. Areas of focus include developments and considerations relating to the Quayside project.

I am pleased to provide this CEO Report for the upcoming quarterly Board meeting. Since the last report, I have continued to be fully engaged with staff, governments and other stakeholders and agencies operating on the waterfront.

COVID-19

Together with the Joint Health and Safety Committee (an internal committee), the Human Resources team has been monitoring the risks and requirements arising from the COVID-19 pandemic and helping Waterfront Toronto to respond appropriately. Guided by public health information, and consistent with the decision-making of our government partners, the Corporation has taken steps to protect staff, contractors and the public and to appropriately adapt our operations and actions in response to these developments.

We continue to provide public health information to staff to support and advise them of recommendations for staying healthy. All employees have been working remotely since March 16, 2020 and contractors and partners have been working with us from their offices or homes.

The Corporation is operating effectively and efficiently with excellent collaboration across the organization. Staff have successfully been leveraging online meeting technology for day-to-day operations as well as for Board, Committee and Panel meetings. We also continue to monitor the impacts of COVID-19 on our projects. The office remains open to individuals who wish to work at the office, however, they must follow procedures established by the property manager and must submit an online health screening self-assessment prior to entering the office confirming that they are not experiencing symptoms.

We have again extended our return to the workplace timing. The recent target for a staggered return to work which would see approximately 30% of staff coming into the office at any given time was scheduled for after Thanksgiving (previous deadline was after Labour Day). Given the recent increase in cases constituting a “second wave” with an anticipated peak in October staff will not be returning to the office until at least January 2021.

We will continue to monitor the situation and will reassess the timing for a return to the workplace as we approach the end of the calendar year.

Resourcing

As the Board is aware, Waterfront Toronto recently decided to dissolve the Digital Strategy Advisory Panel. However, over the past three years, we have had the opportunity to develop multiple resources – and collect significant feedback – on a broad range of digital governance issues.

To facilitate the sharing of this information with our stakeholders, we have curated a series of key documents which summarize or otherwise contain our learnings and shared this with the three orders of government.

The Quayside project brought attention to the need for policy to govern highly digitized cities and neighbourhoods. Since the formation of DSAP, federal, provincial and municipal governments have each undertaken to advance the development process to create the policy framework required to govern urban technology and this is welcome. We remain supportive of these efforts and we look forward to discussing the recommendations made by the DSAP with governments.

In addition, and as indicated in my June CEO Report to the Board, we undertook a review of our workforce requirements to ensure our skills and capabilities meet our future needs. As part of this realignment and in part due to the dissolution of DSAP, we have reduced our workforce by four full time staff. In addition, to drive our innovation and policy agenda, we also have made a minor realignment to our reporting structure.

Despite the challenges we currently face, we are confident that this realignment positions the Corporation to successfully lead the next phase of waterfront revitalization.

Board Appointments

Sevaun Palvetzian announced this summer that she would step down from the Board on August 31st. Sevaun has been an engaged and helpful director since 2016, and importantly Chair of the Human Resources, Governance and Stakeholder Relations committee since March of 2019. I wish to say thank you very much for your contributions over these past years.

I understand that the Government of Canada's intention is to have a public call for Director candidates to fill their two vacant positions and that the Notice of Opportunity should be posted shortly.

I am pleased that Wende Cartwright has allowed her name to stand for Chair of the Human Resources, Governance and Stakeholder Relations Committee, subject to ratification by the Board.

Diversity & Inclusion

Waterfront Toronto has established a strong track record of inclusion and engagement and at our last meeting it was agreed that we can do more.

To that end, all staff, Design Review Panel Members as well as Board Directors are undertaking mandatory Indigenous Cultural Safety Training. The training program began in early August and is well underway with a target completion date of the end of November. Feedback to date from those that have undertaken the training has been overwhelmingly positive.

Waterfront Toronto's Human Resource professionals have also embarked on Battling Systemic Racism in the Workplace training. The training explores how to eliminate systemic racism and unconscious bias in recruitment and explore ways to raise awareness and eliminate unconscious bias when managing employee performance and employee-centric decision making. WT has also modified the language in its recruitment advertisements to better reflect our commitment to inclusivity.

Shortly, Waterfront Toronto will undertake a process to secure a consultant to assist in the development and implementation of a Diversity and Inclusion Program for the Corporation of which one of the outcomes, among others, will be unconscious bias training for all Waterfront Toronto staff. The goal is to have a consultant on board by the end of 2020 and the establishment and implementation of the plan in 2021.

Public Art

Board members would have received my email from September 22nd in which Waterfront Toronto announced the winner of our First Artist in Residence, an artist collective called [Black Speculative Arts Movement Canada \(BSAM Canada\)](#). The 16-month residency was created and made possible through a partnership between Waterfront Toronto and The Waterfront BIA. The aim of the residency is to create meaningful, experiential encounters with the community, activate underutilized spaces along the lakefront and draw new audiences to the waterfront. Formed in 2016, the collective aims to empower, elevate, and evolve outlets of representation for Black artists that push boundaries of Blackness within arts education and industry using visionary practices. This residency complements ArtworxTO: Toronto's Year of Public Art 2021 declared by Mayor Tory.

In addition, Waterfront Toronto announced the selection of Jay Havens as the winner of the Harbour Square Park Basin Temporary Floating Art competition. As part of Waterfront Toronto's Public Art Strategy, Harbour Square Park Basin will be reactivated with a new floating art commission for summer 2021. Mr. Havens is a multidisciplinary two-spirit artist of Haudenosaunee Mohawk and Scottish Canadian Ancestry who will be animating the waters with the story of the shining stone canoe of The Peacemaker.

Harbour Square Park basin formerly housed SOS (*Safety Orange Swimmers*), a bright orange installation that attracted audiences from all around the city and brought attention to the global refugee crisis.

Quayside

As you will hear from the report from Chair of the IREC committee, we continue to move forward with the development of the Developer Request for Proposals (RFP) for Quayside. Waterfront Toronto is looking to deliver on a series of goals and public policy objectives through Quayside to achieve a next generation sustainable community including:

- A highly sustainable mixed-use community striving for net zero through the use of energy efficient buildings and renewable energy technologies, among others;
- Affordable Housing in tandem with the City of Toronto's Affordable Housing Strategy
- Long-term Care/Aging-in-Place - Waterfront Toronto submitted an application for Long Term Care bed licences on Quayside to the Ministry of Health and Long-Term Care Sept 25, 2020. Waterfront Toronto did not submit an application as a Long-Term Care operator but rather submitted Quayside as a potential site to be matched with a service provider. The corporation is also undertaking a study to determine the feasibility at Quayside.
- Provide significant open spaces/parks and access to activate the waterfront all year long.

We are currently completing market soundings which will inform the drafting of the RFP. The RFP will include all five blocks for Quayside and is anticipated to be released in late 2020/early 2021 with a view to selecting a preferred proponent by summer of 2021.

A series of public engagements are ongoing. In August and September, Waterfront Toronto undertook community outreach, connecting with organizations whose feedback could help inform our approach to revitalizing Quayside and eventually help to inform the substance of the Developer RFP. In addition, there was a Stakeholder Advisory Committee meeting October 1, 2020. A public forum later in October will provide an opportunity for further direct engagement with the broader public and seek their feedback.

I am also happy to announce that Beverley McLachlin has agreed to be the Corporation's Fairness Commissioner for the Quayside RFP process. Ms. McLachlin is an internationally recognized Canadian jurist and author who served as the 17th Chief Justice of Canada from 2000 to 2017, the first woman to hold that position and the longest-serving Chief Justice in Canadian history.

Port Lands Flood Protection

The eighth report of the Independent Capital Project Monitor appointed by the FARM Committee of the Board notes that the Port Lands Flood Protection project (PLFP) remains on budget, on schedule and has no material scope changes.

Potential issues remain due to utility relocation risk which may materially impact budget and/or schedule if a resolution cannot be achieved within 60-90 days. We continue to work closely with the City of Toronto, and the senior orders of government to address these risks.

Provincial Auditor General Value for Money Audit Update

The Ontario Auditor General will release its follow up Report to the 2018 Audit of Waterfront Toronto this December. Waterfront Toronto anticipates being able to demonstrate clear progress on many of the recommendations. The Audit is currently in the factual clearance stage.

Indigenous Consultation

Waterfront Toronto is committed to ongoing engagement with Indigenous Communities and specifically to deepen our relationship with the Mississaugas of the Credit First Nation (MCFN) as the Corporation moves forward with the PLFP and Quayside projects.

Waterfront Toronto is currently working closely with MCFN to advance discussions regarding its potential participation in Quayside, including the possibility of delivering Affordable Housing and/or Long-term Care, among other initiatives. Discussions are ongoing through joint MCFN/WT working groups that are meeting on a regular basis.

In addition, both MCFN and Waterfront Toronto are keen to advance the idea of locating an Indigenous Cultural Centre on the waterfront. The Indigenous Centre would be of national significance and representative of all First Nations Cultures from coast to coast. Programming would be led by First Nations senior leadership with MCFN, as the Host Nation, convening the discussion. The Indigenous Centre could also have commercial/meeting space for Indigenous groups. Discussions are ongoing.

Signature Projects

The Fundraising Action Plan sets out the Corporation's fundraising strategy for the Signature Projects and the implementation actions to be taken over the period January 1, 2020 to March 31, 2021.

The Signature Projects include:

- enhancement of the Jack Layton Ferry Terminal;
- creation of a continuous three-kilometer Water's Edge Waterfront Walk;
- creation of a regional Destination Playground as part of the larger Promontory Park; and
- the identification and development of a landmark institution that will define the character of the waterfront.

We are advancing work on the design as well as a maintenance and operations strategy for the Destination Playground. We have also been conducting focus groups on the programmatic elements and market reach of the playground.

Since our work to implement the fundraising strategy is focused on building capabilities and developing a campaign plan we are in the process of finalizing an internal job description for a Fundraising Director for Waterfront Toronto with a view to have a candidate in place by the end of the calendar year.

Government Oversight

The three orders of government are undertaking an update to the strategic review of Waterfront Toronto that was undertaken in 2015 by City of Toronto staff, working with Ernst & Young. The Intergovernmental Steering Committee (IGSC) at its June meeting directed that a review of Waterfront Toronto's mandate, including Waterfront Toronto's mandate term, be undertaken to determine whether a mandate extension, supported by a new long-term vision for waterfront revitalization, is appropriate

The Review will:

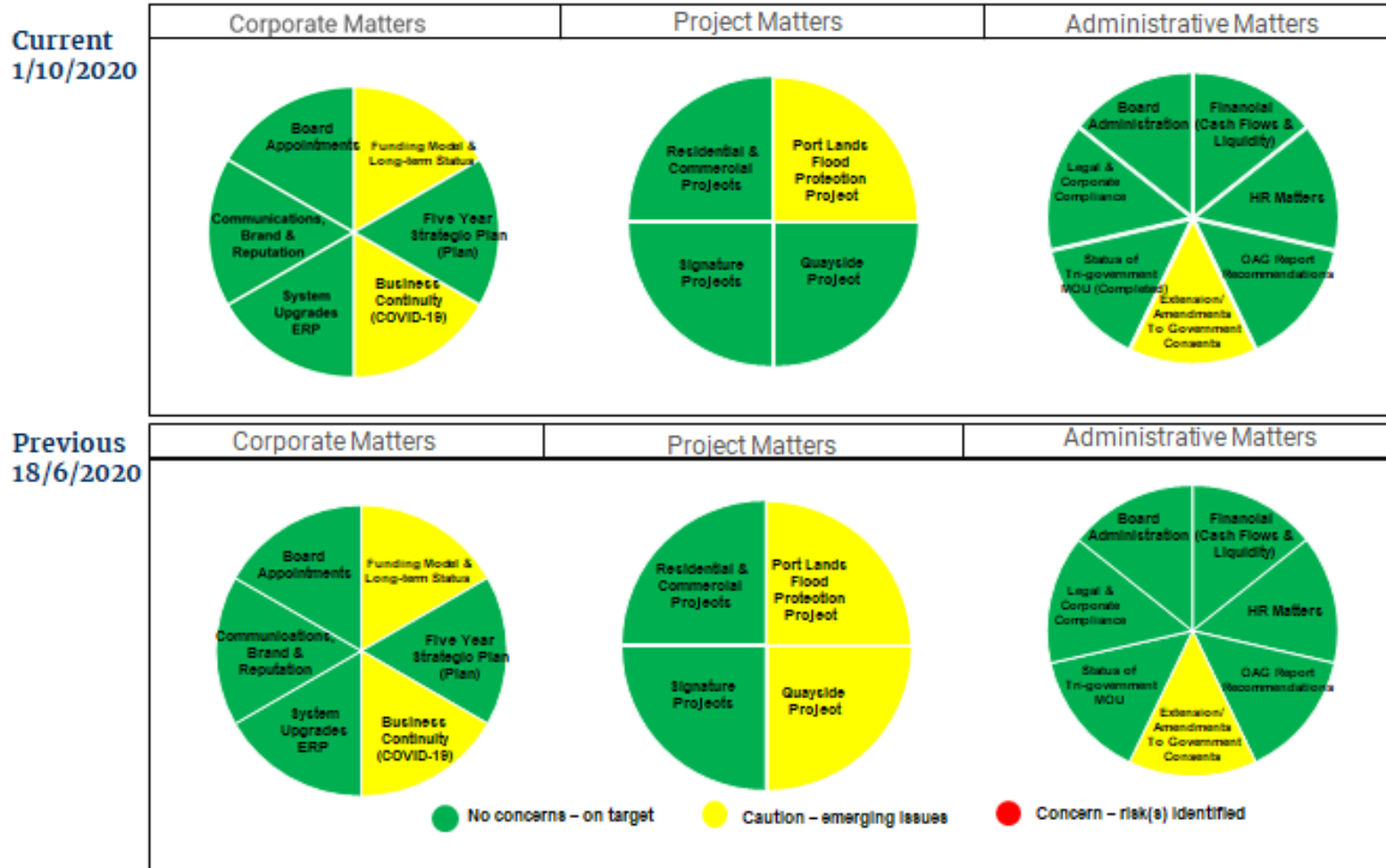
- Update the findings of the Waterfront Strategic Review undertaken in 2015 to present;
- Assess strengths and weakness of waterfront revitalization delivery
- Review Waterfront Toronto's financial outlook and sustainability
- Address the recommendations contained in the Waterfront Toronto Value for Money Audit performed by the Auditor General of Ontario in 2018
- Determine how Waterfront Toronto's current mandate (2028), and beyond if applicable, aligns with WT's existing and proposed scope of work
- Examine how government partners are coordinating with one another to support Waterfront Toronto in fulfilling its mandate

It is anticipated that the final report will be completed by February 2021.

Sincerely,
George Zegarac
President and CEO

Appendix 1 – Corporate Dashboard and Summary of Dashboard Changes

Corporate Dashboard



Summary of Dashboard Changes

Dashboard Item	Previous 18/6/20	Current 1/10/20	Status
Business Continuity (COVID-19)	●	●	Organizational efficiency near 100%; return to workplace timing estimated January 2021
Quayside Project	●	●	Market Soundings Completed, SAC formed, initial meeting Oct 1st, RFP drafting commenced; Fairness Advisor retained; Procurement for legal support underway.
Tri-government MOU	●	●	Tri-government MOU completed and executed by all orders of government and WT July 2020.
Consents	●	●	Borrowing Consent to renew \$40 M LOC until March 2023 executed July 2020. Revenue consent still outstanding – expected prior to end of fiscal 2020-21.

**MINUTES of the Open Session Meeting of the Board of Directors of the
Toronto Waterfront Revitalization Corporation
Via Microsoft Teams Teleconference
Thursday, August 27, 2020 at 9:00 a.m. local time.**

PRESENT: Steve Diamond (Chair)
Mazyar Mortazavi
Jeanhy Shim
Andrew MacLeod
Kevin Sullivan
Patrick Sheils
Wende Cartwright
Jack Winberg
Michael Galego
Christopher Voutsinas
Sevaun Palvetzian

REGRETS: Councillor Joe Cressy

IN ATTENDANCE WATERFRONT TORONTO

George Zegarac (Chief Executive Officer)
David Kusturin (Chief Project Officer)
Chris Glaisek (Chief Planning and Design Officer)
Meg Davis (Chief Development Officer)
Kristina Verner (VP Innovation, Sustainability and Prosperity)
Pina Mallozzi (Vice President, Planning and Design)
Catherine Murray (Senior Legal Counsel)
Ian Ness (Acting General Counsel)
Aina Adeleye (Board Administrator and Legal Assistant)

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

- George Dark, Senior Consultant, Landscape Architect and Urban Designer at Urban Strategies.
- Tom Davidson, Director, Waterfront Initiatives, Office of Councillor Joe Cressy, David Stonehouse, Director, Waterfront Secretariat, Infrastructure & Development Services, and Jayne Naiman, Project Manager Waterfront, City of Toronto.
- Luke Hillan, Director Business Planning, Emily Bradford, Policy Analyst, William Sutter, Senior Policy Advisor, Melissa Pasquali, Lead Senior Advisor and James Andre, Policy Advisor, at Ontario Ministry of Infrastructure.
- Shawn Tippins, Senior Analyst, and Kira Heymans, Analyst, from Investment, Partnership and Innovation Branch of Infrastructure Canada.

The Chair, Stephen Diamond, appointed Ian Ness to act as secretary of the meeting.

With notice of the meeting having been sent to all Directors in accordance with the Corporation's By-laws and a quorum of Directors being present, the Chair called the meeting to order at 9:08 a.m. and declared that the meeting was duly constituted for the transaction of business.

1. Motion to Approve Agenda

ON MOTION duly made by Sevaun Palvetzian, seconded by Andrew MacLeod and carried, it was **RESOLVED** that the Agenda for the August 27, 2020 meeting be approved, as presented.

2. Declaration of Conflicts of Interest

There were no conflicts of interest declared.

3. Consent Agenda

ON MOTION duly made by Andrew MacLeod, seconded by Sevaun Palvetzian and carried, it was **RESOLVED** that the Minutes of the June 25, 2020 meeting of the Board of Directors be approved as presented.

4. Chair's Remarks

Stephen Diamond welcomed and thanked everyone for joining the meeting remotely. Mr. Diamond explained that meetings continue to be held remotely, due to the ongoing COVID 19 Pandemic and the precautions recommended by public health officials on physical distancing. He added that the day's meeting would be recorded and made available to the public afterwards.

Mr. Diamond informed the Board that Sevaun Palvetzian would be resigning as a Director on the Board with effect from August 31, 2020. Members of the Board, as well as the CEO on behalf of Management, thanked Ms. Palvetzian for her contribution over the years and expressed their best wishes for the future.

Mr. Diamond highlighted the key agenda item for the meeting being, the Board Vision Session on Quayside. He also commented on key developments in the Corporation including the ongoing efforts on diversity and inclusion and the Indigenous Cultural Safety Training for WT staff, provided by Provincial Health Services Authority.

5. CEO Update

George Zegarac provided an update on key developments in the organization since the last meeting of the Board including an overview of recent engagements

with government Stakeholders, staff matters, update on the integrated annual report and overview of public engagements in the past weeks. The Board noted the CEO update, for information.

6. Waterfront Toronto Priority Projects - Construction Update

David Kusturin provided a presentation, which was taken as read, updating the Board on the priority projects undertaken by the Corporation. Mr. Kusturin responded to questions from members of the Board and the presentation was noted for information.

7. Quayside Timeline

George Zegarac presented a highlight of the key milestones and timeline being proposed for the Quayside project, the Board noted the timeline for information.

8. Motion to go into Closed Session

In accordance with By-Law No. 2 of the Corporation and **ON MOTION** made by Christopher Voutsinas, seconded by Patrick Sheils and carried, the Board **RESOLVED** to go into Closed Session to discuss items 9, 10, 11 and 12. The exception to the Open Meeting Law relied on for the discussion of item 9 in Closed Session is provided in the minutes of the open session of the June 25, 2020 meeting of the Board of Directors contained in item 3 of the day's agenda, for items 10 & 11 are Sections 6.1.1(c) & (l) and for item 12 is Section 6.1.1(b).

9. Consent Agenda

Draft Minutes of the Closed Session June 25, 2020 Meeting

10. Introduction of Facilitator & Identification of goals for Quayside Visioning Session

11. Quayside Visioning Session

12. Board Closed Session Discussion

13. Motion to go into Open Session

ON MOTION made by Jeanhy Shim, seconded by Christopher Voutsinas and carried, the Board **RESOLVED** to go into Open Session.

14. Resolutions Arising from the Closed Session

ON MOTION duly made by Jack Winberg, seconded by Patrick Sheils and carried, it was **RESOLVED** that the Minutes of the Closed Session of the Board

of Directors meeting held on June 25, 2020 be approved, as tabled.

15. Chair’s Closing Remarks

The Chair thanked everyone for attending the meeting.

16. Termination of the Meeting

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

Board Chair Secretary

DRAFT

The Finance, Audit & Risk Management (FARM) Committee met virtually on September 17, 2020. Quorum was achieved with all four members attending the meeting via Microsoft Teams.

This report covers the following four items, all **for information**:

1. Q1 2020/21 Macro Dashboard (Corporate and Project Reporting)
2. Internal Audit Plan Update
3. Port Lands Flood Protection (PLFP) Project Independent Capital Monitor Report; and
4. COVID-19 Impact Update.

Note that in addition to these items, agenda Item 10 FARM Committee Chair’s Closed Session Report covers several other items for information.

1. Q1 2020/21 Macro Dashboard (Corporate & Project Reporting Dashboards)

- Management presented the quarterly macro dashboard on the health of three key areas:
 - a) 2020/21 Corporate Plan Performance;
 - b) Finance & Administration; and
 - c) Capital Projects.
- All areas on the dashboard are **green** (i.e. no key issues to be aware of), apart from:
 - a) The 2020/21 Corporate Plan (Key Deliverables) which is **yellow** as some areas of plan largely related to the PLFP project will be deferred into 2021/22 in order to address project challenges and still maintain the 2024 completion date; and
 - b) Two areas of Capital Projects (the PLFP project and Complete Communities) which are **yellow** due to elevated risks and/or budget pressures.
- The Committee is satisfied that Management is handling these areas effectively.
- The macro dashboard is supported by several supplementary reports including:
 - a) The Corporation’s enterprise risk register (all key risk areas are being adequately managed through mitigation plans to reduce residual risk)
 - b) Audit dashboard (increased volume of audits this year from 5 to 9, as a result of an increase in government audits, for example, Office of the Auditor General Follow up Audit, City of Toronto Auditor General Risk & Opportunity Assessment, and Tri-government Strategic Review)
 - c) Liquidity/cash flow forecast (the Corporation has a positive cash balance > \$50M with no current requirement to borrow, however timing risk related to Port Lands Flood Protection funding identified and being managed); and
 - d) Capital projects dashboards (PLFP – refer Item 3 below, and Bayside External Services).
- The Committee requested that management update the Committee regarding the PLFP 90% stage gate impact on liquidity as soon as available. The Committee also requested that Management review the adequacy of the \$40M borrowing limit

in light of the COVID-19 environment and other factors, and to make a formal request to governments to increase the borrowing consent limit.

- The Committee received and discussed the June 30, 2020 unaudited, interim financial statements and directed that the Board receive [these](#). Consistent with past practice, management does not request the Board to approve these as they are unaudited; and
- Management also presented reports on procurement, regulatory compliance and an update on the fundraising action plan.

2. Internal Audit Plan Update

- MNP LLP (MNP) completed the Performance Measurement Framework internal audit, in accordance with the internal audit plan.
- The overall conclusion is that Waterfront Toronto’s performance measurement framework has strong alignment with the Corporation’s mandate and strategic plan, and a good balance between output (direct results) and outcome (indirect results).
- In addition to these areas of strength, MNP noted seven findings, one of which was high and four medium risk:
 - i. Detailed performance measurement instruction guide (High).
 - ii. Capture performance targets from other directional documents (e.g. Central Waterfront Secondary Plan)
 - iii. Greater link between performance measure targets and personal performance plans
 - iv. Streamlining, automating, and increasing frequency of performance reporting
 - v. Including additional accessibility and diversity performance measures
- Management supports the recommendations and has developed a plan to implement these recommendations over the next 12 months.
- The next internal audit update will be at the November 2020 FARM Committee meeting when MNP will report on the Cyber Security Follow up Audit. The next scheduled internal audit is on Resource and Succession Planning (planned for Q4 2020/21).

3. Port Lands Flood Protection (PLFP) Project - Report from the Independent Capital Monitor

- BTY Consulting LLP (BTY) presented their **eighth report** as Independent Capital Monitor for the PLFP project and noted that:
 - Budget remains at \$1.185 billion
 - The current remaining contingency of \$80.2 M is 9.7% of the total hard cost budget and 8.4% of the total project cost-to-complete. While this is at the low end of the expected range, cost optimizations are underway as part of the 90% design stage gate review. These will be reported on at the November 26 FARM Committee meeting.
 - Schedule remains at March 31, 2024 project completion date

- No scope changes have been made to the project this quarter.
- Risk rating increased to ‘amber’ based on utility works and potential impact to the PLFP Project.

4. COVID-19 Impact Update

- Management provided an update on the impacts of COVID-19 on Waterfront Toronto’s construction projects and finances (note: no major changes from last quarter report), specifically:
 - Contractors on WT construction sites continue to apply enhanced Health and Safety procedures mandated by the Ministry of Labour
 - While two contractors have provided formal notice that the COVID-19 pandemic has the potential to impact the schedule and cost of those projects, neither contractor identified any material cost or schedule impacts to date.
 - WT has provided notice of potential delay and cost increases to government stakeholders.
 - Finance and accounting operations, including payments to vendors, continue to be uninterrupted by COVID-19, largely as a result of the new cloud-based ERP system.

The Investment and Real Estate Committee (“IREC” or the “Committee”) met on September 24, 2020. This report reflects a summary of the Committee’s discussions at that meeting.

Quorum was achieved at the meeting with other Board members in attendance.

I wish to report on three items below (all of which are for information):

1. Rekai Centres

The Committee requested that staff present Waterfront Toronto projects, other than Quayside, on a quarterly basis

- The presentation was taken as read with the following featured in more depth:
 - Background on the project and Rekai Centres
 - An overview of Waterfront Toronto’s role on this project
 - Program elements at Cherry Place responding to the challenges of COVID-19
- The Committee expressed appreciation for the presentation and the project itself – both the use and the architecture.

2. Update on Quayside Matters Open Session

- Fairness Advisor
 - Waterfront Toronto has procured a Fairness Advisor, The Right Honourable Beverley McLachlin, for the selection process for the Quayside developer.
- Quayside Timeline
 - Described Items and Dates from now until the target date for the developer selection in Summer 2021.
 - One Committee member felt that the timeline seemed aggressive.

3. Update on Quayside Matters Closed Session

- Reflects the status of the Quayside project as at October 1, 2020.

The report on item (3) is provided under agenda Item 11 (IREC Chair’s Closed Session Report).



Purpose	For Information
Areas of note	<p>Waterfront Toronto (WT) in partnership with PortsToronto (PT) and the City of Toronto (City) is working to update the 2006 Marine Use Strategy with an emphasis on implementation of priorities for the Inner Harbour.</p> <p>The updated Marine Use Strategy Update will provide a framework to help guide decision-making on projects that engage with the harbor, such as shoreline improvements, marina facilities, water-based transportation systems, etc.</p> <p>The main objectives of the Marine Use Strategy Update are:</p> <ul style="list-style-type: none"> • Ensuring that marine uses and users are accommodated in appropriate locations with adequate facilities in the context of Waterfront Revitalization; • Maintaining a proper balance of marine uses as waterfront revitalization progresses (including commercial shipping, tour boats, recreational boating and water-based transportation); • Prioritization of implementation strategies by order of urgency; • Identification of implementation responsibilities; <ul style="list-style-type: none"> ○ Ensuring that the updated strategy will be used by all parties (WT, City, PT, TRCA, CreateTO)
Next Steps	<p>The primary recommendation is developing a Marine Coordination Committee to provide leadership for all recommendations in the updated Marine Use Strategy. This co-chaired committee would adopt and refer to the Marine Use Strategy as a guiding document, to provide advice and expertise focused on review and constructive feedback on all manner of marine issues, including all management and mooring issues within the study area.</p> <p><u>Implementation Phase 1: Action Items</u></p> <p>This first phase of implementation (which will follow the completion of the Marine Use Strategy Update) consists of two parts:</p> <ol style="list-style-type: none"> 1. Complete Action items: Undertake additional investigation into the feasibility, timing and costs associated with recommended action items; and 2. Confirm priority actions from the full list of recommendations.

October 8, 2020

Marine Strategy Update and Implementation

Waterfront Toronto Board of Directors Meeting



Project Overview

Marine Strategy 2006

The 2006 strategy was created to support the community of marine uses and users on the waterfront and is built around five core themes:

1. Recognize and expand an exceptional resource
2. Embrace integrated and sustainable planning on the waterfront
3. Promote an active, diverse and accessible waterfront
4. Plan marine districts through revitalization
5. Implement strategy through steady investment

Why an Update?

- To align with new planning initiatives, on-going and planned development projects, infrastructure investments and habitat restoration projects
- To accommodate growing/expanding user base and interest in water-related recreation and transportation

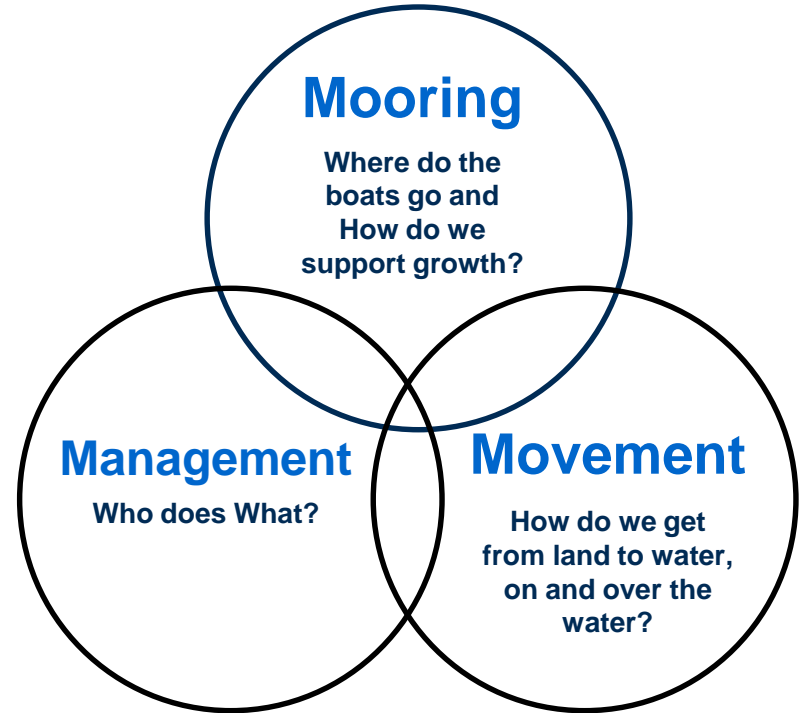


Project Objective: A “Refresh” of the 2006 Marine Strategy



The objective of the marine strategy refresh is to:

- Confirm that the 2006 Vision for Marine Community as an exceptional asset to the City remains relevant
- Ensure that proper balance for all types of marine uses and user are maintained
- Provide an overview of major trends and current challenges for Marine Community
- Develop a list of “actionable” items for:
 - Near-term actions to address urgent needs and issues
 - Future work, including an action plan for studies and process improvements
 - Identify partnerships that will support successful implementation of key actions



The update is needed to reflect changes on the waterfront since 2006.



CHANGE	1. NEW AND EMERGING COMMUNITIES	2. NEW PUBLIC SPACES AND FACILITIES	3. ENVIRONMENT and RESILIENCE	4. MOBILITY
CHALLENGES	A growing population and growing demand for and interest in marine uses	A need for parks, attractions and new public facilities and institutions along the water edge	A need for habitat and water quality improvements	A need for public transit and transportation infrastructure improvements (including air, pedestrian and cycling networks)
OPPORTUNITIES	Creation of mixed-use waterfront communities	New parks along the waterfront will provide new opportunities for growth in marine uses and water recreation	Port Lands Flood Protection will create new shoreline conditions with more opportunities for water-related marine uses along the water's edge	Create improved accessibility to the waterfront for residents, visitors, businesses support growth

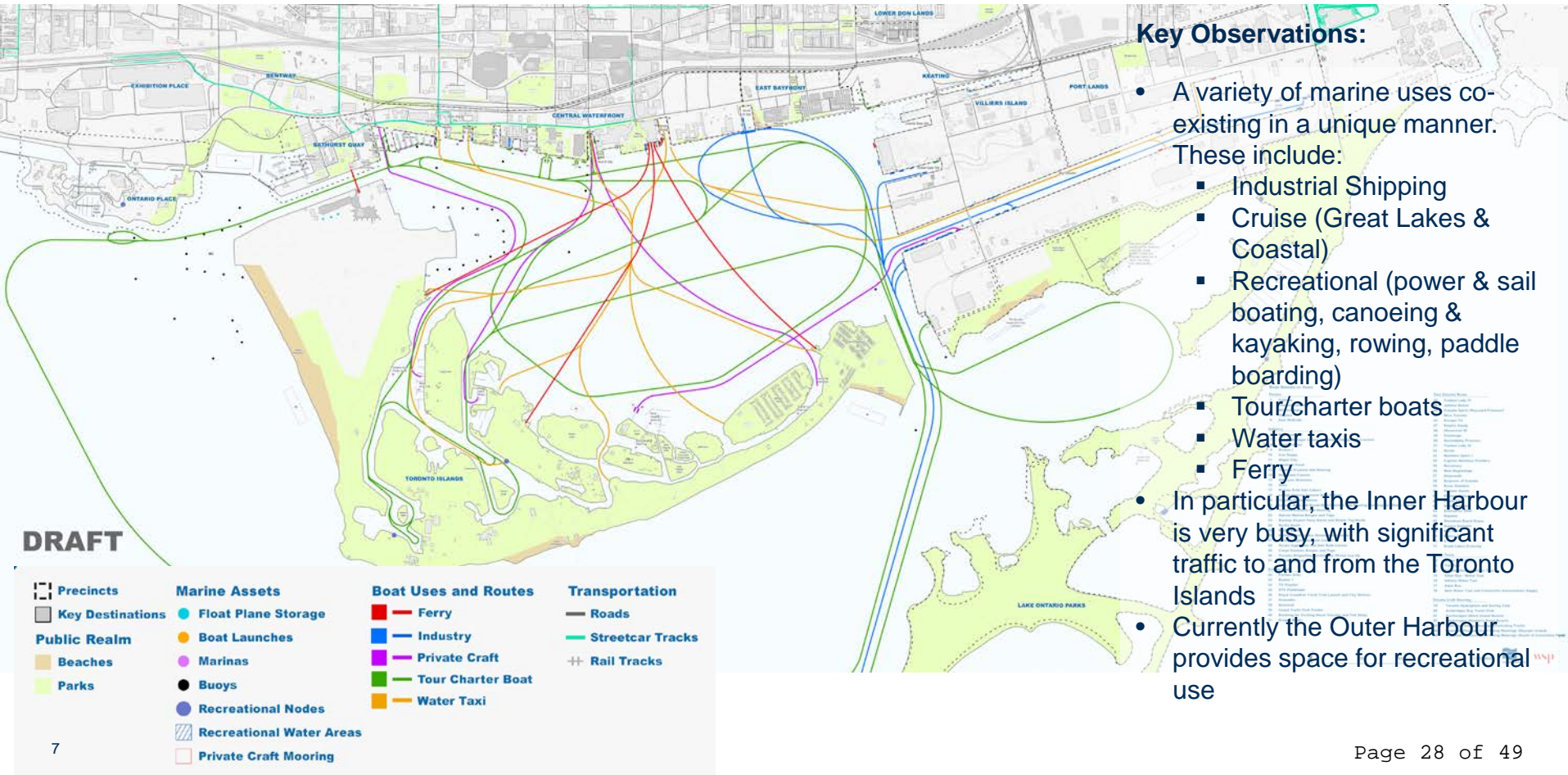
Study Area



Legend

-  Larger Study Area
-  Primary Focus

Marine Use Inventory: Current Marine Uses in the Inner Harbour



Marine Stakeholder Groups (SAC)



#	Stakeholder Category / Group	
1	Business	<ul style="list-style-type: none"> - The Waterfront Business Improvement Association (umbrella) - Canadian Council for Aboriginal Business
2	Cruise Line	<ul style="list-style-type: none"> - Great Lakes Cruising Coalition (umbrella)
3	Industry	<ul style="list-style-type: none"> - K+S Windsor Salt - Lafarge Canada - Redpath Sugar
4	Residents	<ul style="list-style-type: none"> - Bathurst Quay Neighbourhood Association - York Quay Neighbourhood Association - Toronto Island Community Association - Waterfront for All
5	Sailing / Paddling / Rowing Club	<ul style="list-style-type: none"> - Outer Harbour Sailing Federation (umbrella) - Harbourfront Canoe and Kayak Centre - Paddle Canada
6	Tour Boat Operator	<ul style="list-style-type: none"> - Empress Canada - Toronto Passenger Vessels
7	Yacht Club / Marina	<ul style="list-style-type: none"> - Ontario Sailing
8	Private Marine Passenger Transport	<ul style="list-style-type: none"> - Water Taxi Association - The Otter Guy
9	Conservation/Preservation	<ul style="list-style-type: none"> - Swim Drink Fish
10	Not for Profit / Social Enterprise	<ul style="list-style-type: none"> - Disabled Sailing Association of Ontario - Pirate Life
11	Institution	<ul style="list-style-type: none"> - Harbourfront Centre

+ WT and the City carried out a public intercepts near the Ashbridge's boat launch, Reese Street Slip and Jack Layton Ferry Terminal

Marine Community Feedback

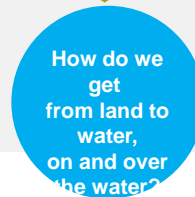
Consultation so far:



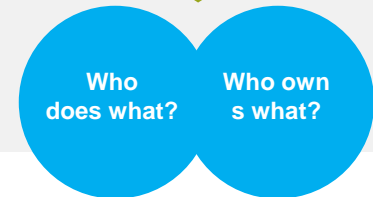
- The strategy update should accommodate growing population, growing demand for access and uses in the harbour, including tourism
- The strategy should consider accommodation for special events and water attractions
- **There is a lack of public berthing space/transient docking facilities, universal dock / ramp; on land storage space, public launches and marina space**

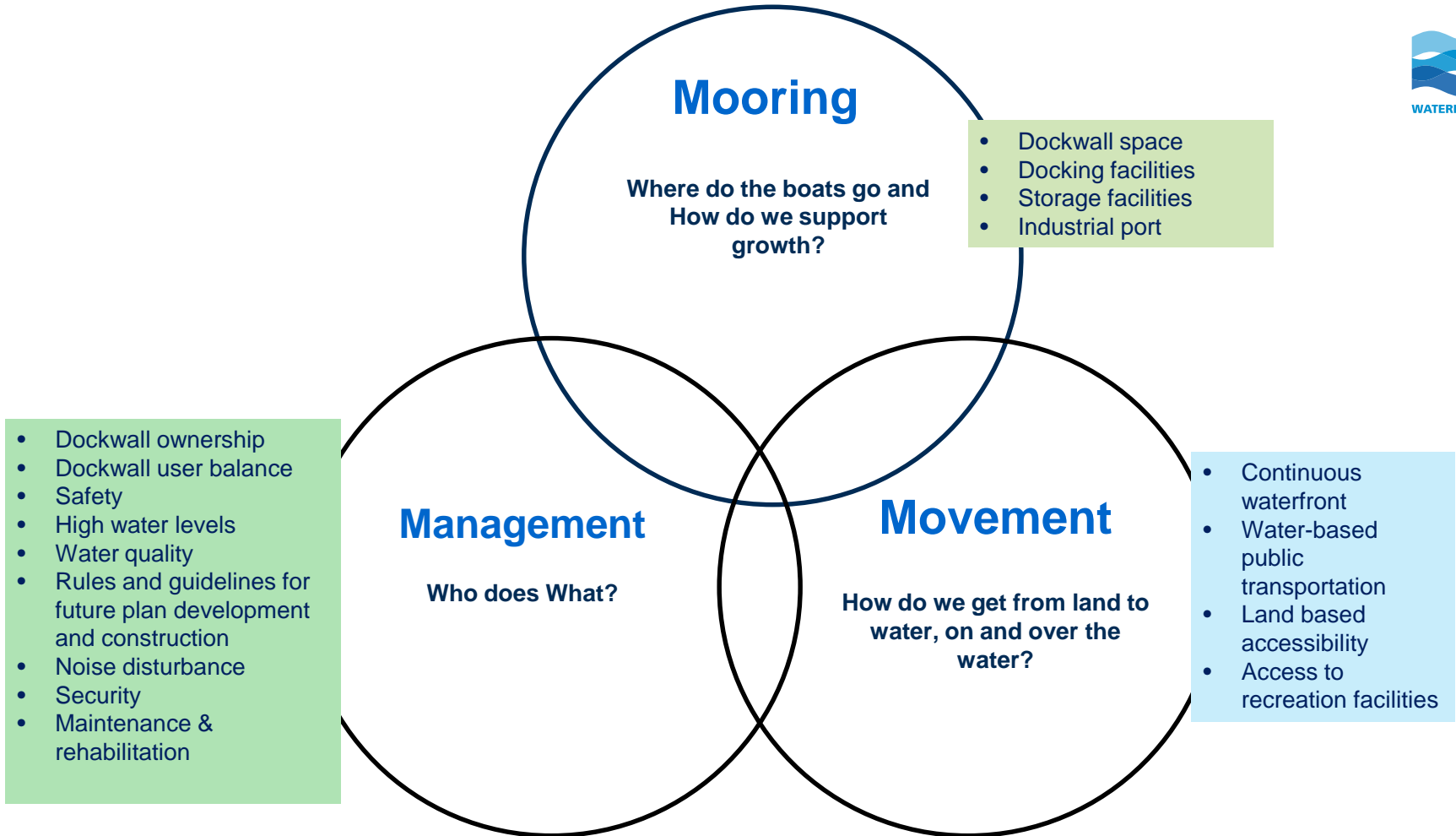


- The strategy should integrate transit consideration.
- **Accessibility to the Waterfront is not always adequate** (lack of public parking and access for deliveries, design features to accommodate safe access for elderly and disabled people across traffic corridors)
- There is a need to create a 'continuous waterfront' along the water edge and wayfinding



- The strategy must address the complex issues of dock wall ownership and responsibilities
- There is a **need for clearer and consolidated management of quay walls and slips** with respect to:
 - Ownership and leasing
 - Maintenance and repair
 - Balance of uses
 - Safety infrastructure and procedures along the waterfront and on water should be considered in the update





Movement - Draft Recommendations

Marine Strategy and the Waterfront Vision

Existing/Emerging Destinations (waterfront-wide)



Waterfront Vision Map (WT Five Year Strategic Business Plan)

Movement Recommendations

	Recommendation	Description	Responsible Parties	Implementation Phase	Process Improvement / Potential Policy Changes Action (Pilot, Study) / Continued Consultation
Movement	Permitted Vehicular Ferry	Consider introducing a consolidated and dedicated vehicular ferry service.	City, PT	Continue to explore in Phase 1	Continued Consultation
	Common Water Taxi Dock System	Carry out an intermediate review of the ongoing WT pilot & complete a study and develop a comprehensive management strategy for a system of common user dock for water taxis across the waterfront	WT, City, PT	Continue to explore in Phase 1 Pressure from marine user community, logical time for follow-up on WT ongoing pilot	Action (Pilot)
	Sea Bus System	Launch a feasibility study for the introduction of a sea bus system on the Waterfront	WT, City, PT	Phase 2/3	Action (Study)
	Marine Nodes	Based on outcome of studies into Common Water Taxi Dock System and Sea Bus System, start developing Marine Nodes and routes as well as infrastructure requirements for landing system	WT, City, PT	Phase 2/3	Action (Study)
	New Don Mouth Boating Management Strategy	Develop safety, security and navigation guidelines for marine use in and near Polson Slip, including strategies how to communicate these to the public and how to enforce these	WT, PT, Lafarge Cement, Police Marine Unit, City	Continue to explore in Phase 1 With the Polson Slip area currently being re-developed as part of Villiers island, timely addressing safety and security issues is crucial	Process Improvement

Movement – Existing Water-based Transportation



Movement – Future Potential Water-based Public Transportation



Mooring – Draft Recommendations

Current Mooring Arrangements in the primary project area



LEGEND

Vessel Type	Length	Status	Mooring Zone
 Ferry	± 40m	Permanent	Ferry Terminal
 Tour / Charter Boat	± 30m	Permanent	Finger Pier / Slip
 Water Taxi's	± 10m	Permanent	Slip
 Industrial Vessel	± 25 - 175m	Permanent	Dockwall
 Private Vessel	± 10 - 30m	Permanent	Dockwall / Finger Pier / Slip
 Tall Ship Tour / Charter	± 50m	Permanent	Dockwall / Finger Pier / Slip
 Red Path Vessel	± 180 - 235m	Visiting	Dockwall / Slip
 Navy Vessel	± 135m	Visiting	Dockwall / Slip

- | | | | |
|--|---|--|--|
| <p>1 Central Waterfront
 Observation II (Tour)
 Challenge (Tallship Tour)
 Serendipity Princess (Tour)
 St. Marie (Tour)
 Kajama (Tallship)
 Oriole (Tour)
 Showboat Royal Grace (Tour)
 Northern Spirit I (Tour)
 Perfect Alibi (Private)</p> | <p>3 Ferry Terminal
 Trillium Ferry
 Thomas Remick (Ferry)
 William Inglis (Ferry)
 Ongjara (Freight/Vehicle/Ferry)
 Ned Hanlon II (Industry)</p> | <p>5 Jarvis Street Slip
 Redpath Lakers (Industry)
 Redpath Self Lifting Vessels (Industry)
 Figate (Navy Vessel)</p> | <p>7 South Slip
 Enterprise 2000 (Tour)
 Toronto Drydock - Mooring (Industry)</p> |
| <p>2 Yonge Street Slip
 Toronto Harbour Water Taxi
 Aqua Bus Water Taxi
 Captain Matthew Flinders (Tour)
 Rosemary (Tour)
 New Beginnings (Tour)
 Shipwands (Tour)
 Empress of Canada (Tour)</p> | <p>4 Yonge Street Slip
 Otter Guy Water Taxi
 Infinity Water Taxi
 New Water Taxi
 Stress Free (Charter)</p> | <p>6 Parliament Street Slip
 Pioneer Queen (Tour)
 Pioneer Princess (Tour)
 Stella Bonavies (Tour)
 River Gambler (Tour)
 Aurora Bonavies (Tour)</p> | <p>8 Ship Channel
 Toronto Drydock - Mooring (Industry)
 Rideau Bulk Salt Lakes (Industry)
 Toronto Brigantiae - Winter Berthing (Tour)
 Hurricane Canadas (Industry)
 RCTC Land & City Station (Private)
 Galcon Marine Barges & Tugs (Industry)
 (Break) Bulk Carriers - Winter Berthing (Industry)
 Redpath Vessels - Winter Storage (Industry)</p> |

Mooring Recommendations Summary



WATERFRONT
Toronto

	Recommendation	Description	Responsible Parties	Implementation Phase	Process Improvement / Potential Policy Changes Action (Pilot, Study) / Continued Consultation
Mooring	Coordinating Mooring on the Waterfront	Marine Coordination Committee will take leadership of coordinating mooring issues across the waterfront, of which the Parliament Street Slip is one (immediate) case	WT, City, PT, CreateTO	Develop Committee Terms of Reference in Phase 1 The redevelopment of Parliament Street Slip urgently requires a (mooring) solution for current users	Process Improvement
	Marina Slips	Launch a feasibility study to advise on the best option to increase marina slip capacity on the waterfront by identifying and comparing the following expansion options: (a) Parliament Street Slip, (b) Outer Harbour Marina, (c) Other Marina's & Yacht Clubs on the Waterfront, (d) Other	WT, City, PT	Phase 2/3	Action (Study)
	Transient Mooring Facility (Kiss & Sail)	Launch a pilot project to test a temporary mooring facility	WT, City, PT, CreateTO	Continue to explore in Phase 1 The lack of a transient docking facility is one of the most heard comments from current recreational marine users.	Action (Pilot)
	Tour / Charter Boats	Determine how to deal with the tour / charter boat industry on the Toronto waterfront	WT, City, PT	Continue to explore in Phase 1 Deciding on how to allow for the growth of this industry on the Toronto Waterfront will drive further planning and establishing the needs for mooring facilities on the Waterfront.	Process Improvement
	Floating Structures	Develop a process how to deal with non-publicly accessible (e.g. art) and publicly accessible (e.g. restaurants) floating structures in the Inner Harbour	WT, City, PT	Phase 2/3	Process Improvement

Management – Draft Recommendations

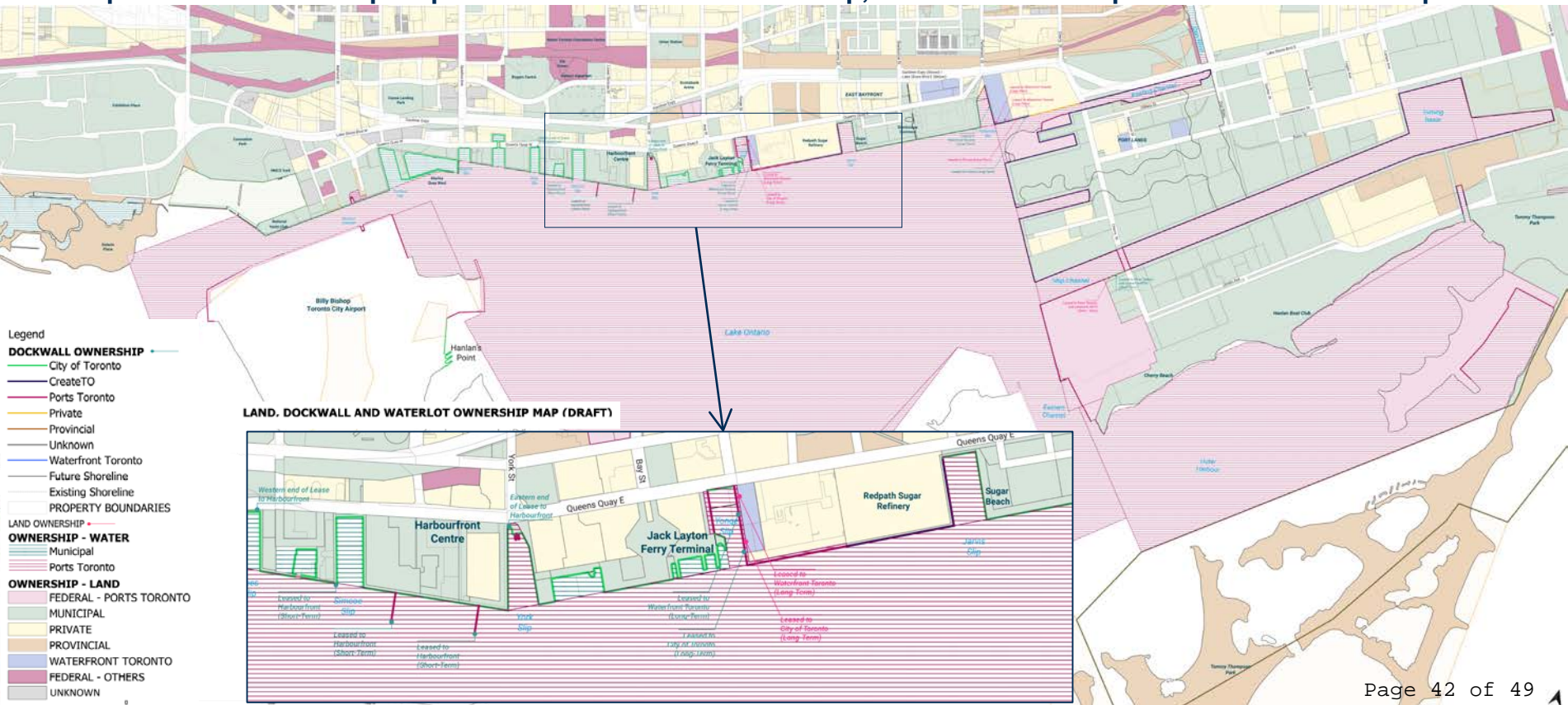
Management Recommendations Summary



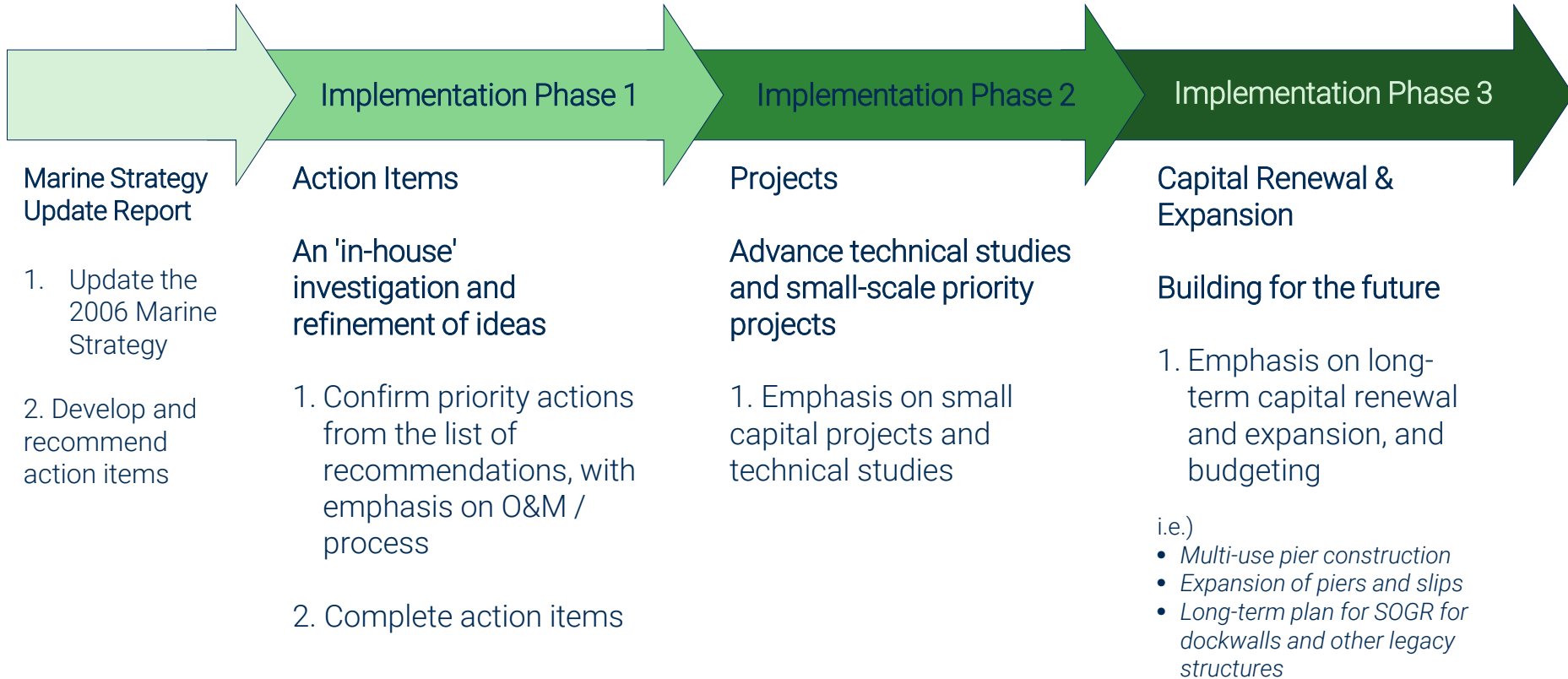
	Recommendation	Description	Responsible Parties	Implementation Phase	Process Improvement / Potential Policy Changes Action (Pilot, Study) / Continued Consultation
Management	Ownership & Maintenance Responsibilities	Develop and Maintain a Waters' Edge Ownership Composite Map' Evaluate and Simplify Maintenance Agreements & Responsibilities	WT, City, PT, CreateTO	Phase 1 The current lack of clarity on ownership and maintenance responsibilities is hampering a number of business in their current operations. Continue to explore in Phase 1	Process Improvement
	Mooring Agreement and Leasing Approvals Process	Establish a clear and consistent process for the submission and review of mooring and access proposals for the relocation, expansion and/or introduction of new water-based activities.	WT, City, PT, CreateTO	The current lack of clarity on leasing approval processes is hampering a number of business in their current operations.	Process Improvement
	Co-ordinated state-of-good repair program for all shoreline infrastructure	Acknowledge the inter-connectedness of our shared and continuous shoreline in the protection of property, maintaining safe navigation routes, providing wildlife habitat, and supporting water and lakeside recreation and leisure; benefit from bulk procurement, greater access to infrastructure funding, standardized design, shared knowledge, etc.	WT, City, PT, CreateTO	Continue working with partners to explore further in Phase 1 The current piecemeal approach towards shoreline improvement may not be cost effective and lack overall vision in improving the waterfront infrastructure.	Action (Pilot)
	Life safety program	Conduct an audit of all existing safety stations and development a standardized approach for all safety stations, signage, etc. throughout the study area	WT, City, PT, CreateTO	Complete audit in Phase 1 This is a safety related topic which should be addressed in the interest of all involved at the waterfront	Action (Study)
	Stewardship and Leadership	Develop a coordinated approach to lake level management Engage First Nations as Stewards	City, PT	Continue discussions in Phase 1	Continued Consultation
	Marine Coordination Committee	Develop a co-chaired panel focused on review and constructive feedback on all manner of marine issues related to management	WT, City, PT	Develop Committee Terms of Reference in Phase 1 This will allow for this strategy to be implemented and followed	Process Improvement

Water's Edge Ownership Map (updated April 2020)

A comprehensive ownership map which combines land ownership, dockwall ownership and water lot ownership



Implementation Road Map



Thank you.

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**Board of Directors Meeting
October 8, 2020
Item 6 – Appointment of Chair of the HRGSR Committee
Draft Resolution**

ON MOTION duly made by [●] and seconded by [●] and carried, it was **RESOLVED** that Wende Cartwright be appointed as Chair of the Human Resources, Governance and Stakeholder Relations (HRGSR) Committee effective from October 8, 2020.

2021 BOARD/COMMITTEE MEETING CALENDAR & WORKPLAN

<p>Abbreviations: “Board” means Board of Directors “FARM” means Finance, Audit & Risk Management Committee “IREC” means Investment and Real Estate Committee “HRGSR” means Human Resources, Governance and Stakeholder Relations Committee</p>			
Committee Composition	<p>FARM</p> <ol style="list-style-type: none"> 1. Kevin Sullivan (Chair) 2. Jeanhy Shim 3. Patrick Sheils 4. Michael Galego 	<p>HRGSR</p> <ol style="list-style-type: none"> 1. Wende Cartwright (Chair) 2. Andrew MacLeod 3. Joe Cressy 	<p>IREC</p> <ol style="list-style-type: none"> 1. Mazyar Mortazavi (Chair) 2. Stephen Diamond 3. Andrew MacLeod 4. Christopher Voutsinas 5. Jack Winberg
<p><u>Statutory & Public Holidays in 2021</u></p> <p>New Year – January 1 Family Day- February 15 Good Friday - April 2 Easter- Monday April 5 Victoria Day- May 24 Canada Day- July 1 Civic Holiday- August 2 Labour Day- September 6 Thanksgiving- October 11 Remembrance Day- November 11 Christmas & Boxing Day- Dec 27 & 28</p>		<p><u>Other Holidays and Events</u></p> <p>TDSB March Break- March 14-18 Passover – March 27- April 4 Ramadan – April 12 – May 11 Eid al-Fitr – May 12 Eid al-Adha – July 19 Rosh Hashana – Sept 8 Yom Kippur – Sept 16</p>	
<p>*Note: Unless otherwise agreed:</p> <ul style="list-style-type: none"> • Board meetings are from: 8:30 a.m. - 12:30 p.m. • Committee meetings are from: 9:00 a.m. - 11 a.m. 			

S/N	Date (2021)	Board/Committee	Key Agenda Item(s) include:
1.	Thursday, Feb 25	HRGSR	<ul style="list-style-type: none"> • Board and Committee composition (if needed) • Performance of the Board and Board Committees • Stakeholder Relationship Plan
2.	Thursday, March 4	FARM	<ul style="list-style-type: none"> • 2021 FARM Committee workplan • Q3 2020/21 Corporate Reporting • Q3 2020/21 Project Reporting • Receive Q3 Interim Financial Statements Dec 31, 2020 • Approve 2020/21 External Audit Plan • Internal Audit Update • Independent Capital Monitor report • Enterprise Risk Management (to include Risk Appetite Statement) • Fundraising Action Plan Dashboard
3.	Thursday, March 11	IREC	<ul style="list-style-type: none"> • Quayside Update • Development Projects • Other Projects (if any) • Real Estate Acquisitions and Divestitures (if any) • Other Acquisitions (if any)
4.	Thursday, March 25	Board	<ul style="list-style-type: none"> • Reports of the IREC, FARM and HRGSR committees • Receive the unaudited quarterly financial statements December 31, 2020
5.	Thursday, May 27	FARM	<ul style="list-style-type: none"> • Q4 2020/21 Corporate Reporting • Q4 2020/21 Project Reporting • 2020/21 Integrated Annual Report • 2020/21 Audited Year-End Financial statements • 2020/21 External Audit Results Report • Annual Insurance Program Review • External Audit performance review • Internal Audit Update • Independent Capital Monitor report • Enterprise Risk Management • Fundraising Action Plan Dashboard
6.	Thursday, June 3	IREC	<ul style="list-style-type: none"> • Quayside Update • Development Projects • Other Projects (if any) • Real Estate Acquisitions and Divestitures (if any) • Other Acquisitions (if any)
7.	Thursday, June 10	HRGSR	<ul style="list-style-type: none"> • Human Resources Update • Staff Salary Recommendations for 2020/21 • Performance Assessments for Individual Executives • Year-end Performance Assessments for CEO • Review of compensation structure

8.	Thursday, June 24	Board	<ul style="list-style-type: none"> • Reports of the HRGSR, IREC, and FARM committees • Approve 2020/21 Annual Report • Approve 2020/21 audited financial statements • Year-end Performance Assessment for CEO and approval of compensation for 2021/22
9.	Thursday, Sept 9	HRGSR	<ul style="list-style-type: none"> • Governance and Board Effectiveness • Public Accessibility to the Corporation • Performance of the Board and Board Committee
10.	Wednesday, Sept 15	FARM	<ul style="list-style-type: none"> • Q1 2021/22 Corporate Reporting • Q1 2021/22 Project Reporting • Receive Q1 Interim Financial Statements June 30, 2021 • Internal Audit Update • Independent Capital Monitor report • Enterprise Risk Management • Fundraising Action Plan Dashboard
11.	Thursday, Sept 23	IREC	<ul style="list-style-type: none"> • Quayside Update • Development Projects • Other Projects (if any) • Real Estate Acquisitions and Divestitures (if any) • Other Acquisitions (if any)
12.	Thursday, October 7	Board	<ul style="list-style-type: none"> • Report of the HRGSR, IREC, and FARM committees • 2022 Board and Committee Meeting Calendar
13.	Wednesday, Nov 10	HRGSR	<ul style="list-style-type: none"> • Governance and Board Effectiveness • Public Accessibility to the Corporation
14.	Thursday, Nov 18	IREC	<ul style="list-style-type: none"> • Quayside Update • Development Projects • Other Projects (if any) • Real Estate Acquisitions and Divestitures (if any) • Other Acquisitions (if any)
15.	Thursday, Nov 25	FARM	<ul style="list-style-type: none"> • Q2 2021/22 Corporate Reporting • Q2 2021/22 Project Reporting • Receive Q2 Interim Financial Statements Sept 30, 2021 • Rolling Five Year Strategic Plan • Internal Audit Update • Independent Capital Monitor report • Enterprise Risk Management • Fundraising Action Plan Dashboard
16.	Thursday, Dec 9	Board	<ul style="list-style-type: none"> • Report of the HRGSR, IREC, and FARM committees • Approval of 2021/22 Corporate Plan

ON MOTION duly made by [●] and seconded by [●] and carried, it was **RESOLVED** that the Minutes of the Closed Session of the Board of Directors meeting held on August 27, 2020 be approved, as tabled.