

Build Toronto's new board

NEXT PHASE

By Greg MacDonald

It's time for **Build Toronto** to move out of its start-up phase and begin to stabilize and grow, says recently appointed board chair **Chris Voutsinas**.

Voutsinas, a real estate investment manager and founder of **Capital Value and Income Corp.**, was confirmed as chair at a meeting of the board last week. His appointment comes after council approved seven other new citizen members in June, following the resignation of a number of directors.

New board members include real estate experts, an architect and infrastructure and investment executives. Councillors **Doug Ford**, **Peter Milczyn** and **Michael Thompson** remain on the board as council's representatives. The municipality is also represented by members of city staff. For a full list of board members, see page 2.

As the new iteration of the board settles in, one of its most important tasks will be transitioning the leadership at the organization, Voutsinas said. Current president and CEO **J. Lorne Braithwaite** is retiring, and the selection process has been dogged by controversy.

Board member Wayne Fraser has been named the chair of the CEO selection committee. *NRU* spoke earlier this week with Voutsinas about his new position.

Read the full interview on page 2.

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Profile: Kathleen Llewellyn Thomas

POLICY CONNECTIONS

By Greg MacDonald

Policymakers need to focus on the intersections between congestion, housing and employment instead of addressing the issues individually, says **Toronto Community Housing Corporation's** new chief operating officer **Kathleen Llewellyn-Thomas**.

Llewellyn-Thomas, who held a variety of senior management roles at the **City of Toronto**, including director of affordable housing and director of engineering, believes that understanding how the three areas interact is crucial to solving housing affordability and congestion issues in Toronto and the wider GTA.

"There needs to be a global understanding by decision-makers that housing, employment and transportation are three legs of a stool," she said.

Llewellyn-Thomas points to the recent provincial update to the *Growth Plan for the Greater Golden Horseshoe* as an example of ignoring connections between employment, housing and transportation. The update allotted 90,000 new residents to York Region by 2041, along with 10,000 new jobs.

"What that says is that eight out of nine new residents are not going to have a job there," she said. "That's a failure."

While there is talk in the policy realm

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Homelessness
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UPCOMING DATES

- AUGUST 1**
Peel Region Council, 9:30 a.m. (Cancelled)
- AUGUST 6**
Oakville Planning and Development Council, 7:00 p.m.
- AUGUST 7**
Brampton Council, 1:00 p.m.
- Halton Hills Council Special Meeting, 2:00 p.m.
- Whitby Council Special Meeting, 9:00 p.m.
- AUGUST 12**
Oakville Council, 7:00 p.m.
- Milton Council, 7:00 p.m.
- Brock Council, 7:00 p.m.
- Town of Georgina Council, 7:00 p.m.
- Uxbridge Council, 9:30 a.m.
- AUGUST 13**
Hamilton Planning Committee, 9:30 a.m.
- Caledon Council, 1:00 p.m.
- Aurora Council, 7:00 p.m.
- Whitchurch-Stouffville Council, 9:30 a.m.
- AUGUST 16**
Hamilton Council, 9:30 a.m.
- AUGUST 26**
King Township Council, 6:00 p.m.
- Barrie Council, 7:00 p.m.
- SEPTEMBER 3**
Durham Planning and Economic Development Committee, 9:30 a.m.
- Caledon Council, 9:30 a.m.
- Burlington Council, 6:30 p.m.
- Oshawa Council, 6:30 p.m.



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Chris Voutsinas is the new chair of the Build Toronto board of directors. NRU spoke with him Wednesday about his new position.

What attracted you to Build Toronto?

Voutsinas: I've been familiar with Build Toronto and its mandate for quite some time, in terms of my personal interest. In terms of the mandate and objectives of Build Toronto and what they're trying to achieve for the City of Toronto. [I'll have the]ability to utilize my skills and experience to achieve that objective.

How does your background qualify you for this role?

Voutsinas: I think they fit really well with the objectives Build Toronto, which I think is really twofold. One is the city-building aspect, to create a better Toronto. I do have a background as an architect so I am sensitive to some issues around design, urban planning, construction and development. The second objective is the financial prerogative in terms of delivering a dividend to the city. The primary focus of my career has been value creation—looking at real estate assets and trying to determine how to create value, which is clearly what Build Toronto is tasked by the city to do.

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Build Toronto board members

New members

Christopher Voutsinas is chair of the board and president of **Capital Value and Income Corp.** He was formerly executive director of asset management at **Goldman Sachs** and executive vice president and global head of investment at **Oxford Properties Group/OMERS.**

Michael Bernstein is the president and CEO of **Capstone Infrastructure Corp.** He's also the vice-chairman of the **Association of Power Producers of Ontario.**

Frank Bucys is the former CFO of **Whiterock REIT.**

Nancy Cohen is the managing director of **Cushman & Wakefield's** corporate occupier and investor services.

Wayne K. Fraser is president and principal at **Hudson Realty Advisors Ltd.**

Chris Hardwicke is a senior associate at **Sweeny Sterling Finlayson & Co Architects.** He is a member of the **Downsview Park Design Review Panel** and the steering committee of the **Toronto Centre for Active Transportation.**

Lynn Kennedy is associate vice president for the Ontario region at **HDP Group Inc.**

Moshe Wertheim is president of **Wertheim Consulting Inc.**

Continuing members

Mike Williams is the general manager of the **City of Toronto's** economic development and culture division.

Josie Scioli is the chief corporate officer for the City of Toronto.

Councillor **Doug Ford**

Councillor **Peter Milczyn**

Councillor **Michael Thompson**

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NEXT PHASE

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What opportunities and challenges do you see for the organization in the coming year?

Voutsinas: The organization right now is firmly at a transition having gone through its start-up phase with its original CEO. Obviously now we're looking to turn the corner to go from a startup phase to a growth and stabilization phase with the selection of a new CEO. I'm looking forward to working with the management team and the rest of the board to succeed in this transition and take the organization to its next phase of maturation.

CEO succession with any organization is difficult, and this is the first time that Build Toronto is going through it. It's an immediate challenge. More broadly, I think the challenge is the marketplace—where the market is from a value perspective and the timing of what's going to happen macroeconomically and what the impact will be on value.

Does the turnover at the board pose any challenges?

Voutsinas: No.

nrU

CITY IN BRIEF

Toronto homeless population grows

The **City of Toronto** released its 2013 Street Needs Assessment [interim report](#), which estimates Toronto's overall homeless population at 5,219. This figure is about 1 per cent higher than it was in 2009 when the last assessment was undertaken. Meanwhile, the homeless population living outdoors has jumped by 24 per cent in 2013 compared to four years ago. The interim report stressed the need for programs and services that make housing more affordable. A full report will be released in the fall.

Award for firm behind Ryerson Image Arts Centre
Diamond Schmitt

Architects has received an Excellence in Architecture Award for the Ryerson Image Arts Centre. The award from the **Society for College and University Planning / American Institute of Architects : Committee on Architecture for Education** underlines "the role of design in the integration of campus planning" according to a news release. The Image Arts Centre opened in September 2012, replacing the warehouse that housed the School of Image Arts for 50 years. **nrU**





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POLICY CONNECTIONS

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about transforming suburban areas of Toronto and the GTA or creating complete communities, Llewellyn-Thomas senses a complacency about innovation.

“Sometimes I feel that we’re just allowing single-family home developers not to dream up new ways for themselves to make money and we’re just continuing to let them build.

Recent discussions about congestion in Toronto have focused on transit expansion, but have not looked at the root causes.

“We don’t have a transportation problem in the Toronto area, we have a housing problem,” she said.

Congestion on GTA highways and in cities exists because there is a mismatch between jobs and employment in many areas of the region.

“People have to come into the city where the more high-paying jobs are,” Llewellyn-Thomas said.

It’s a cycle that reverberates across the GTA. As suburban residents in large single-family dwellings commute to Toronto for the higher wage jobs needed to afford that type of housing, people from outlying areas such as Barrie drive or take transit to fill lower-paying positions in retail and other service industries in places like York Region.

Llewellyn-Thomas will start at TCHC in September after spending six years as commissioner of transportation and community planning at **York Region**.

She began her career as a transportation planner and quickly moved up the ranks. By the time of amalgamation, she was the director of engineering services at the City of Toronto.

She believes there a strong connection between her previous roles and her new position at TCHC.

Llewellyn-Thomas sees her main goal in the COO position, which is a new position at the corporation, as ensuring the vision for TCHC laid out by president and CEO **Eugene Jones** and the organization’s board is implemented from top to bottom.

“Operations is operations,” Llewellyn-Thomas said. “It’s the same whether it’s my job to get the snow off the roads in York Region or it’s my responsibility to get a door fixed or respond to other resident complaints. It’s about making sure that staff is well trained and that they understand operating procedures.”



Kathleen Llewellyn-Thomas

Llewellyn-Thomas is excited about her return to public service in Toronto.

“I just thought I’d done everything I could do at York Region and I really have a heart and passion for housing,” she said. “I feel like I’m coming home.” **nr**

Tearing down the Gardiner

While Toronto has grown and transformed over the 32 years since Kathleen Llewellyn-Thomas started her as a career as transportation planner at the city, some issues are still lingering after three decades.

One of Llewellyn-Thomas’ first jobs when she joined the city as a transportation planner in 1981 was to work on a planning report considering whether it was feasible to take down parts of the Gardiner Expressway.

“I was probably the 20th person to look at it,” she said.

She was involved with the project throughout its life,

culminating in the removal of a portion of the expressway in 2001.

“It was a project I was happy with. I got to deal with it right from concept to the end,” she said. Llewellyn-Thomas did the planning study, worked on the environmental assessment and by the time it was decided to take down the eastern portion of the highway, she was the director of engineering.

She views the project as one of her greatest professional accomplishments. It showed that she was able to handle complex problems and opened up other directions in her career.

“It was multi-disciplinary, it was visionary,” she said. “It was more than just engineering.”



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TORONTO OMB NEWS

Hearing for Leaside development

In a July 22 decision, board vice chair **Jan de Pencier Seaborn** set a February 17, 2014, hearing date for an appeal by **KCAP Laird Inc.** of the **City of Toronto's** failure to enact zoning by-law amendments to permit a seven-storey residential building at [2 Laird Drive](#).

The city has not yet determined its position on the proposal, which will be considered by North York Community Council in September.

Solicitors in the case are **David Bronskill** and **Jennifer Drake (Goodmans)** representing KCAP Laird Inc. and municipal counsel **Matthew Longo** representing the City of Toronto. (See *OMB Case No. 130311.*)

Avenue Road developer appeals

In a July 23 decision, board member **Colin Hefferon** set a January 27, 2014, hearing date for an appeal by **89 Avenue Road GP Ltd** of the **City of Toronto's** failure to make a decision concerning its application for zoning by-law amendments. **89 Avenue Road GP Ltd.** sought permission to allow a 28-storey residential condominium and six-storey hotel at [89 Avenue Road](#), currently occupied by **Howard Johnson Hotel**. The city subsequently refused the application.

The hearing will focus on the zoning by-law amendments, but local residents brought up an issue that could stall the



TORONTO PEOPLE

Effective yesterday, **Brad Teichman** has joined **Overland LLP** as partner. He left **McCarthy Tétrault LLP**.

development. Construction of the building would likely require cranes to use the airspace above adjacent properties. If permission to use the airspace was not allowed, the matter would likely need to be resolved in court.

Solicitors in the case are **Cynthia MacDougall**, **John Dawson** and **Michael Foderick (McCarthy Tétrault)** representing 89 Avenue Road GP Ltd.; municipal counsel **Gordon Whicher** representing the City of Toronto; **Bruce Engel (Engel & Associates)** and **Barnet Kussner (WeirFoulds)** representing **Toronto Standard Corporation #1430**; **Christopher Caruana (Wilson Vukelich LLP)** representing **Esko Marjanovic**; **Joy Mathews (Fine & Deo)** representing **Metropolitan Toronto Condominium Corp. #985**; and **Stanley Makuch (Fogler, Rubinoff LLP)** representing **ABC Residents Association**, **Linda Chu**, **John Calindo**, **Greg Boland**, **Osman Sheikh**, **Paul Elia** and **Seniority Investments Ltd.** (See *OMB Case No. PL130285.*) **nr**

Correction

In an article called "Waterfront pre-hearing set" in the OMB section of the July 26 edition of NRU, the lawyer for Pier 27 Toronto Inc. was misidentified. It is **Christopher Tanzola (Overland)**.

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NRU Greater Toronto Edition will not be published the week of **August 9** for a summer break. We will return **August 16**.