

2015-2017



**Corporate Social
Responsibility
& Sustainability**

WATERFRONToronto

*Canada's Sugar Beach in the
East Bayfront neighbourhood.*



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Located along the Front Street East promenade, "The Water Guardians" by Jennifer Marman and Daniel Borins is one of seven public art installations in the West Don Lands.





Waterfront Toronto is working to revitalize the lands by Lake Ontario, transforming past industrial sites into thriving neighbourhoods that support economic vitality and enhance quality of life. Our mandate comes from the three orders of government; our resources come from both public and private sources. As we work on behalf of Torontonians, Ontarians, and all Canadians, every decision we make is guided by our vision of one vibrant waterfront that belongs to everyone. ●●●

●●● To ensure that the waterfront realizes its full potential, we're working with partners—from developers to community groups to infrastructure experts—to lay strong foundations for the area's long-term economic, social, and environmental well-being.

The impacts will extend far beyond the lakeside districts where new buildings, parks, and amenities are taking shape today. From flood protection infrastructure to leading-edge green building projects, we're doing innovative work that will enhance the prosperity, sustainability, and resiliency of Canada's largest city—and deliver substantial benefits for the millions of people whose lives and livelihoods are connected to it.





Corktown Common features a large marsh that provides habitat for local wildlife and viewing opportunities for visitors. The marsh is also part of the park's ecological stormwater management system: it receives and treats runoff water, making it usable for on-site irrigation needs and reducing the park's consumption of treated potable water.



Message from Michael

Toronto’s economy affects all of Canada: the city drives about one-fifth of the country’s gross domestic product and roughly half the jobs in Ontario. These are some of the reasons why all three orders of government created Waterfront Toronto: they understood that taking a strategic, coordinated approach to the revitalization of the city’s waterfront could deliver widespread economic benefits.

Seventeen years after its inception, Waterfront Toronto has earned a reputation for working alongside private-sector partners, community groups, and other stakeholders to create thriving neighbourhoods—magnets for the investment, jobs, and people that will drive our continued prosperity.

A strong economy (pp. 24–31)

Our strategic and collaborative approach to planning and development has dramatically increased the value of waterfront lands. Along with our development partners, we’re creating a resilient built environment with high-quality infrastructure, including cutting-edge telecommunications infrastructure. Our work is also adding flood protection for parts of the city well beyond the waterfront, including the financial district. Public investments in these initiatives will pay for themselves many times over.

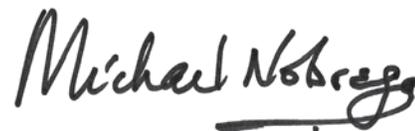
A vibrant community (pp. 32–41)

We’re proud of our record of working closely with residents and other stakeholders to imagine and create inclusive neighbourhoods that work for everyone. The emerging communities along the lake are evidence that authentic consultation and collaboration yield extraordinary results: these new neighbourhoods are already supporting the businesses and cultural life that draw people to the city, and make them want to stay.

A healthy environment (pp. 42–53)

Waterfront Toronto is one of a small number of organizations around the world with the will, resources, and mandate to exercise transformational leadership on sustainability in areas ranging from climate change mitigation and adaptation to advanced green building standards. In 2017, we adopted a Resilience and Innovation Framework for Sustainability (pp. 14–15), which will guide ambitious new efforts even as we continue our work in areas like soil remediation and protecting the health of Lake Ontario.

More than ever, the intersections between social, economic, and environmental well-being are clear. Waterfront Toronto is proud to be part of a passionate movement of people and organizations working at these very intersections, for the benefit of Torontonians, Ontarians, and all Canadians.



Michael Nobrega, Interim CEO



Message from Helen

Working alongside our corporate, community, and government partners, Waterfront Toronto is unlocking the potential of some 2,000 acres along the lake to create a waterfront for all.

Partnerships have been central to our efforts to develop complete and sustainable communities. We've built research partnerships focusing on issues such as water health and wildlife monitoring with post-secondary institutions, including Carleton University and Ryerson University. And we've worked closely with our development partners to ensure that new buildings on the waterfront meet the highest standards in green design and construction. Many new developments along the lake now support on-site renewable energy generation, promote water conservation, and enable greener transportation options by offering electric-vehicle charging stations and bicycle storage.

Since 2005, Waterfront Toronto's Sustainability Framework has defined our priorities and linked them to a clear performance-management system. While that framework has driven many of the results described in this report, we've now adopted a new document, a Resilience and Innovation Framework for Sustainability, which updates and reinforces our commitment to sustainability, setting the bar even higher for green development on the waterfront in the years ahead.

For all Waterfront Toronto's achievements on sustainability over the past 17 years, our most important infrastructure project has just begun. With investment from the three orders of

government in the \$1.25B Port Lands Project, we are providing flood protection for a tract of land the size of downtown Toronto, beside downtown Toronto. As one of the largest and most sophisticated infrastructure initiatives in North America, this megaproject is attracting attention globally. The project involves moving the mouth of the Don River to enable sustainable and stable development, while also restoring wetlands and revitalizing the natural environment. This work will protect neighbourhood and natural assets from flooding during extreme weather events, and unlock 290 hectares of land for development. This latest chapter in waterfront revitalization is a win for the economy, a win for the environment, and a win for residents, businesses, and visitors to this new community on the water's edge.

We're grateful to our many partners for helping us achieve waterfront revitalization that contributes so substantially to Toronto's sustainability, resilience, and quality of life—all factors that help to fuel a growing economic dynamism that benefits all of Canada.



Helen Burstyn, Board Chair

Who we are

Waterfront Toronto is working to create a vibrant, connected waterfront that belongs to everyone.

Mandate

Headquartered in Toronto, our organization was established in 2001 by the Government of Canada, the Province of Ontario, and the City of Toronto to unlock the social and economic potential of the waterfront. As of 2017, the three orders of government continue to fund our work as we pursue our mandate to apply best practices in urban revitalization—from new technology and infrastructure to leading strategies in design and sustainable development—to over 2,000 acres of underutilized land along Lake Ontario. We execute this mandate by leading waterfront revitalization initiatives with a wide range of partners, including community groups, developers, landscape and infrastructure designers, conservationists, contractors, businesses and all three orders of government.

We describe our work as waterfront revitalization, not redevelopment. This important distinction means that we don't simply develop real estate. Instead, we seek to deliver broader social, economic, and environmental objectives for Torontonians, Ontarians, and Canadians.

By coordinating key stakeholders around a strategic approach to waterfront revitalization, we're advancing important policy objectives, including: increasing economic competitiveness and creating jobs; reducing urban sprawl; developing mixed-use communities where families and businesses thrive; increasing the supply of affordable housing; expanding public transit; and creating great parks and public spaces.

Record

So far, we've led or catalyzed 2.5 million square feet of development along the waterfront, adding affordable housing, commercial space, aquatic habitat, critical

infrastructure, and beloved public spaces. Our projects have included the West Don Lands, Corktown Common, Underpass Park, Sugar Beach, Sherbourne Common, Queens Quay, the Port Lands, Jack Layton Ferry Terminal, and The Bentway.

Strategic Initiatives

We're working to explore the potential of our waterfront to not only enhance life in Toronto, but to contribute to the urgent global conversation about how to create better cities. We're part of a worldwide community of practice that's using design, technology, and sustainability principles to support dense, vibrant urban communities that support strong economies, thriving people, and a healthy environment.

Sustainability. We're working with partners like C40 Cities to craft plans to reduce our greenhouse gas emissions to less than zero and to strengthen our green building requirements.

Connectivity. We're working with Beanfield Metroconnect to create one of the most connected neighbourhoods in the world, delivering ultra-fast internet to every household and expanding the availability of free public WiFi across the waterfront.

Affordability. We're looking at a range of financing, partnership, and development models that could create more affordable housing—faster.

Innovation. We've secured an innovation and funding partner to support the development of a visionary community at Quayside. We've also created memoranda of understanding with MaRS, an innovation accelerator, and Siemens, a global leader in automation.



From everyday activities to participating in organized sports, there are parks and public spaces in the city just right for you.

You are Toronto's fitness and sports fans who enjoy an active outdoor lifestyle.

Serenity Seekers

Urban Farmers

Urban Farmers

Nature Lovers

ARTS IN THE PARKS

Traditional

Without grass

Waterfront Toronto team members host a Great Public Spaces game at the Christie Pits film festival, part of our active public outreach and engagement program.

Resilience and innovation

In May 2017, Waterfront Toronto released a Resilience and Innovation Framework for Sustainability. Building on the success of our 2005 Sustainability Framework, this new document guides our thinking and actions as we continue to lay strong foundations for environmentally and socially responsible prosperity.

Process. The framework is informed by local, national, and international best practices. It was crafted with the support of a Steering Committee and Advisory Committee, waterfront communities, and members of our own team. This collaboration benefited from rich expertise from a range of sectors and disciplines, as well as hundreds of people passionately committed to a sustainable future.

Purpose. The document describes how we'll help neighbourhoods build resilience to the effects of climate change. It also outlines how we'll harness innovative new technologies to enhance conservation, reduce carbon emissions, and drive sustainable prosperity. The framework articulates our plan for driving the behavioral and technological shifts in urban development that are needed to keep global average temperature rise to less than 2°C. It's a valuable resource to our organization and our partners as we work together to create climate-positive communities, taking into account social and natural systems as well as the built environment.

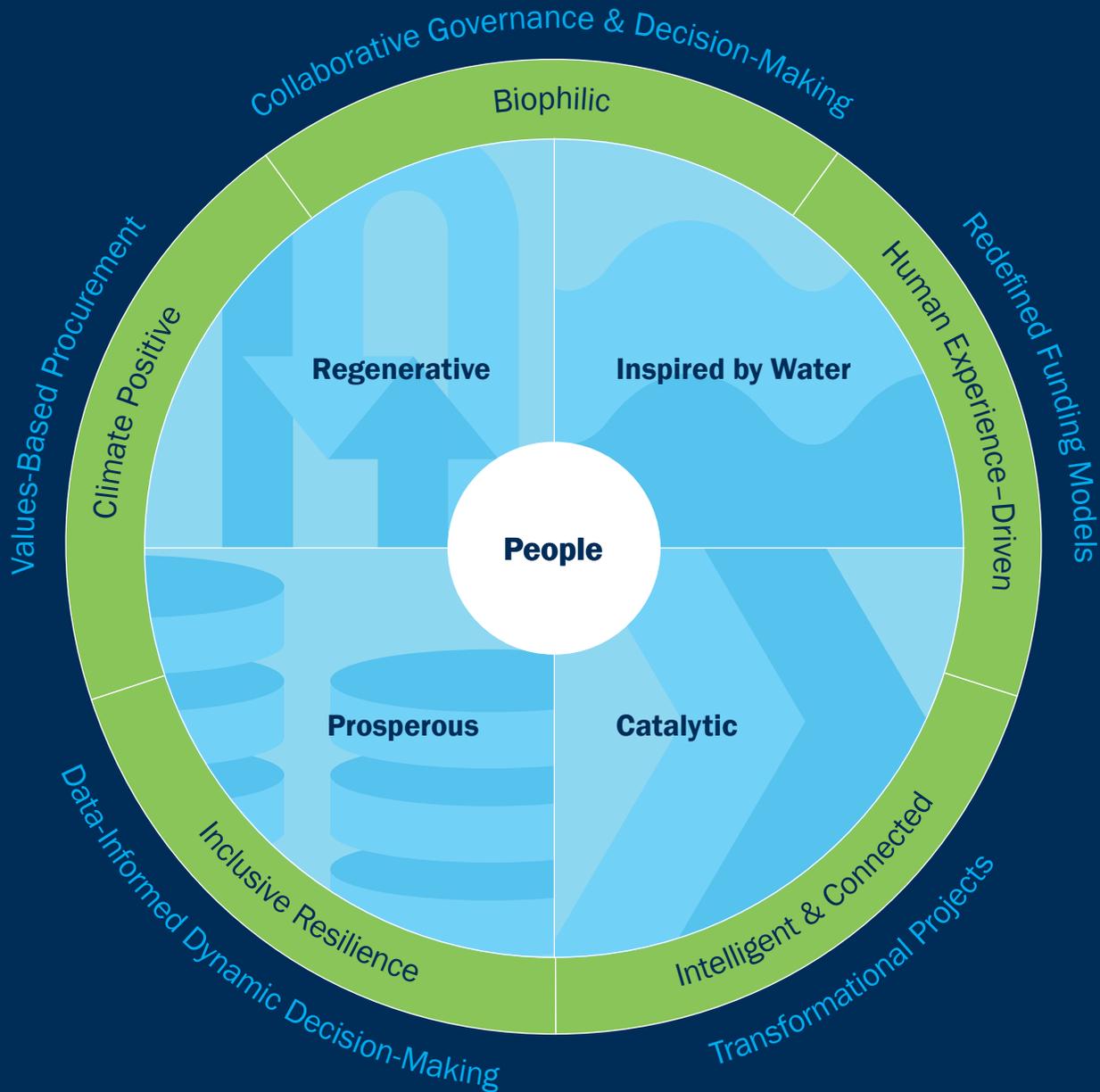
The Precautionary Principle / A Proactive Approach to Human and Environmental Health

Waterfront Toronto adheres to the precautionary principle, first articulated in the Rio Declaration on Environment and Development (1992). This principle holds that "Where there are threats of serious or irreversible damage, lack of full scientific certainty shall not be used as a reason for postponing cost-effective measures to prevent environmental degradation."

For example, if we think it's possible that one of our development sites has been contaminated by past industrial use, we undertake a careful risk assessment and often pursue investigation, sampling, and analysis even if it's not clear that the area is polluted. When it comes to protecting the health of people and the environment, we believe it's best to err on the side of caution.



A visual overview of our Resilience and Innovation Framework for Sustainability



The framework's key components

● **CORE**

People are at the heart of everything we do.

● **FUTURE**

How people will experience waterfront communities.

● **VALUES**

The values that guide our work to build the future we envision.

● **PRACTICES**

The choices and actions that flow from our values.

Governance and accountability

Waterfront Toronto strives to meet high standards of transparency, accountability, and fiscal responsibility. Our work is shaped by staff teams, board members, expert advisory panels, and community members who share our dedication to ensuring that Toronto's waterfront fulfills its extraordinary potential.

Gender breakdown of board



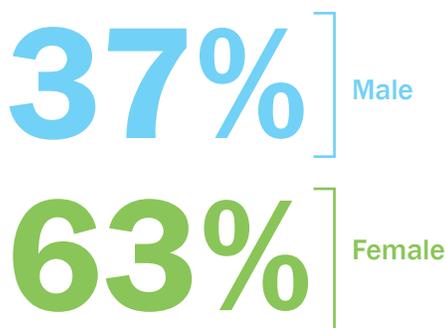
Our board

Waterfront Toronto's board of directors is made up of 12 members appointed by the three orders of government, including a chair. Directors are leaders from a range of sectors and industries—from real estate, finance, and business to education, culture, and the public service. They are engaged in Waterfront Toronto's work and committed to ensuring that we carry out our mandate with excellence, transparency, and accountability to the public.

Our team and workplace policies

Waterfront Toronto's staff team includes 59 full-time permanent staff, nine full-time contract employees, and three part-time contract employees; all work in our office in downtown Toronto. (As of December 31, 2017, we also had several open positions that will likely be filled in the next year.) Our team includes planners, lawyers, architects, and engineers, as well as communications, public engagement, financial, and sustainability professionals.

Gender breakdown of staff



Waterfront Toronto aims to foster a culture where everyone embraces and stands up for the public-interest mission of our organization. To that end, we have a guideline on Disclosure of Wrong-Doing, which empowers employees and other stakeholders to voice concerns related to questionable activity in areas ranging from unethical business conduct to health and safety violations. We also have an official code of ethics that aims to protect and uphold the public's trust in our organization, offering guidance in areas ranging from conflict of interest to ethical decision-making to the handling of confidential information.

Our procurement approach and record

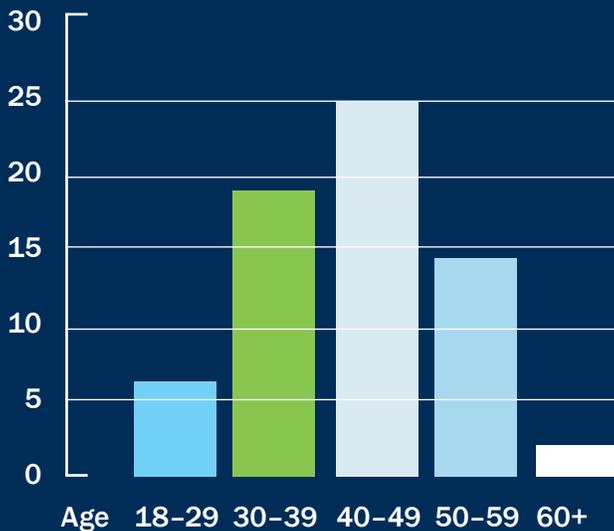
Waterfront Toronto's procurement policy is designed to be fair, open, and transparent. We invite competitive bids and proposals and ensure accountability for purchasing decisions through well-defined authorization and oversight protocols. Since our founding, we have entered into 2,110 contracts with 782 suppliers, most of whom are in Canada.

Committees & panels

	Finance, audit & risk management committee	Stakeholder relations committee	Chairs committee	Investment, real estate, & quayside committee
Mandate	Financial reporting, audit, enterprise risk management, and project risk management	Public engagement, communications, partnerships	Human resources, government relations, governance	Quayside, development projects, and real estate transactions
Chair	Janet Rieksts-Alderman	Sevaun Palvetzian	Helen Burstyn	Susie Henderson Mazyar Mortazavi
Other members	Julie Di Lorenzo Susie Henderson Denzil Minnan-Wong Jeanhy Shim	Mohamed Dhanani Meric Gertler Jeanhy Shim	Susie Henderson Mazyar Mortazavi Sevaun Palvetzian Janet Rieksts-Alderman	Stephen Diamond Meric Gertler Michael Nobrega

*As of March 31, 2018

Employee age distribution



Waterfront Toronto staff*

Role	Male	Female	Total
Executive	5	5	10
Director	5	7	12
Professional Staff	17	29	46
Support Staff	0	5	5
Total	27	46	73

*As of December 31, 2017

About this report

Reporting on our social, environmental, and economic performance helps us analyze the results of our work, deepen our impact, and fulfill our responsibility to be accountable to the people we work for: Torontonians, Ontarians, and Canadians.

How do we report?

Waterfront Toronto uses Global Reporting Initiative (GRI) guidelines for sustainability reporting. The GRI is an international, non-profit, independent standards organization. It lays out criteria and measurement frameworks that support organizations in making rigorous, comprehensive statements about their performance on sustainability and other forms of corporate responsibility.

Over 7,500 organizations have used GRI guidelines for their sustainability reporting, including roughly three-quarters of the world's largest 250 corporations. Waterfront Toronto has been reporting under this framework every two years since 2013; this is our third report.

What's covered in this report?

To meet GRI guidelines, organizations must report in considerable detail across a wide range of performance areas. To ensure that organizations are reporting on the activities and outcomes that really matter to their stakeholders, GRI lays out four reporting principles; Waterfront Toronto has designed this report to comply with those principles.

GRI Reporting Principles:

Stakeholder Inclusiveness. Waterfront Toronto consults with communities, government stakeholders, development partners, and others to ensure that we understand the topics they care about. We've fielded surveys and hosted town halls, workshops, and consultations that helped shape this report.

Sustainability Context. We report on our impact in a way that reflects the wider context of sustainability. For instance, we articulate our green building policies and practices, and also describe how our approach contributes to international efforts to mitigate and adapt to climate change.

Materiality. We report in an open and transparent way on issues that are meaningful to our stakeholders—regardless of the results we've achieved. In other words, we don't just report our successes: we report on the results that a critical reader would consider material to our performance.

Completeness. We give a comprehensive picture of the difference we've made in specific categories and in a specific time and place.

Time: This report covers our impact over our entire history, since we began our work in 2001. Adopting a long horizon for our reports makes sense because our projects and our impact tend to unfold over a number of years. We note and emphasize developments since our last report in 2015 as appropriate; the reporting period extends to December 31, 2017. This report was always slated for release in 2018, allowing time to capture and analyze 2017 results. Staffing changes led to a delay early in the year, causing us to publish this document later in 2018 than originally planned.

Place: The geographic boundaries of this report follow the Designated Waterfront Area: the lands by Lake Ontario from Dowling Avenue in the west to Coxwell Avenue in the east.

Categories: The report is organized into three main sections, covering our social, environmental, and economic impact. As we take stock of the difference we've made in each area, we consider:

- our project implementation work (e.g., flood protection infrastructure and green buildings in waterfront districts)
- the effects of our work on local communities (e.g., job creation and new parks and trails for people to enjoy)
- our own corporate operations (e.g., environmentally responsible office practices and our staff team's volunteer efforts and charitable contributions).



Materiality matrix

	Environment	Social	Economic
High significance			
Medium significance			

Based on a series of formal consultations, this materiality matrix presents an overview of the issues that matter to our external stakeholders (communities, partners, funders) and to our own staff team. It also shows how much importance each group tends to assign to each issue.

	Organization	Stakeholder
Energy Performance Carbon Emissions Green Space		
Flood Protection		
Habitat Creation		
Low-Impact Transportation		
Resilient Renewable Energy		
Waterfront Access		
Affordable Housing		
Public Consultation		
Governance and Accountability		
Neighbourhood Sustainability		
Design Excellence		
Community Engagement		
Infrastructure Investments and Services		
Direct Economic Value		
Funding from Other Sources		

This report has been prepared using the Global Reporting Initiative (GRI) G4-Core Sustainability Reporting Guidelines, as well as the Construction and Real Estate Sector Supplement (CRESS).

Development

These tables present an overview of development projects in the precincts under our mandate, either completed or underway. Individual buildings are generally owned by private developers or institutions; we work with partners to plan and design complete communities where people can live, work, and play.

	Completed Building Projects	LEED Status	# of Units	GFA (ft ²)
01	River City Phase 1	Gold, Certified	349	311,732
02	River City Phase 2	Gold, Certified	250	139,478
03	Canary District	Gold, Registered	369	237,206
04	Aqualina	Platinum, Registered	362	381,895
05	Canary Park	Gold, Certified	437	303,558
	Total Market Residential		1,767	1,373,869
06	Corus Entertainment	Gold, Certified	0	475,000
	Total Commercial		0	475,000
07	Toronto Community Housing	Gold, Certified	243	212,964
08	West Don Lands Affordable Rental Housing (Wigwamen)	Gold, Certified	145	134,710
09	West Don Lands Affordable Rental Housing (Fred Victor)	Gold, Certified	108	102,224
	Total Affordable Housing		496	449,898
10	George Brown College Waterfront Campus	Gold, Certified	0	215,000
11	Canary District-George Brown College Residences	Gold, Certified	0	171,500
	Total Institutional		0	386,500
12	Canary District-YMCA	Gold, Certified	0	99,145
13	Sherbourne Common Pavilion	Gold, Certified	0	1,546
	Total Community Services		0	100,691

	Building Projects under Design or Construction	LEED Status	# of Units	GFA (ft ²)
01	Monde Condominium	Gold, Registered	553	479,290
02	Aquavista	Platinum, Registered	307	367,464
03	Aqualuna	Not Registered	226	429,426
04	Aquabella	Platinum, Registered	174	266,192
05	River City Phase 3	Gold, Registered	331	338,180
06	River City Phase 4	Gold, Registered	155	126,799
07	Block 10 West Don Lands	Not Registered	350	360,000
08	Block 13 West Don Lands	Not Registered	450	456,605
09	Canary Block	Gold, Registered	187	151,168
10	Canary Commons	Gold, Registered	400	353,540
	Total Market Residential		3,133	3,328,664
11	Waterfront Innovation Centre	Gold, Registered	0	350,000
12	Block 10 West Don Lands	Not Registered	0	20,000
	Total Commercial		0	370,000
13	Artscape in Aquavista	Gold, Registered	80	100,035
	Total Affordable Housing		80	100,035
14	George Brown College–The Arbour	Not Registered	0	179,542
	Total Institutional		0	179,542
15	Block 10 West Don Lands	Not Registered	0	75,000
16	Cherry Place–Rekai/Options for Homes	Not Registered	160	181,157
	Total Community Services		160	256,157



Transformation along the lake

This map shows the locations of the development projects listed on pages 20 and 21. Our work has been concentrated in the Eastern Waterfront, between the Don River and Sugar Beach.



Completed projects



Projects under design or construction



01

07

02

06

05

05

09

11

12

08

09

12

15

07

03

10

08

01

11

14

06

10

04

02

13

04

03

13

*A west-facing view of the lake-filling operations
in the Port Lands, which began in December 2017.*





Our work for a

Strong economy

Flood protection to unlock development

Until recently, development was prohibited on large portions of the downtown waterfront because they were vulnerable to flooding. But Waterfront Toronto has been undertaking a series of projects to remove the risk of flooding on these lands. This will not only unlock them for development, creating new commercial and residential space right next to downtown, it will also enhance the surrounding ecosystem and improve the resiliency of the city during extreme weather events. Our flood protection work has focused on two areas:

1

Downtown to the West Don Lands

We've supported the widening of the Don River channel to accommodate a greater flow of water and created an eight-hectare flood protection landform running south from Queen Street East along the western bank of the Don. The landform includes 400,000 cubic metres of clean soil and an armoured wall to prevent riverbank erosion. Our work in this area has also provided new parks and green spaces—notably the beloved Corktown Common—as well as wildlife habitat and stormwater management infrastructure.

Together, these measures have made a 210-hectare area much less vulnerable to flooding during extreme weather and have enabled the development of the new West Don Lands and East Bayfront neighbourhoods. When the two new precincts are fully developed, estimates suggest that lands controlled by Waterfront Toronto will generate approximately \$184 million in Development Charge revenues to the City; these funds will help to fund future capital infrastructure.

Estimated annual revenues from development in East Bayfront and the West Don Lands

	On Public Lands	On Private Lands
Municipal property taxes	\$25.4 million	\$126.2 million
Education taxes	\$34.9 million	\$86.2 million

Recent Port Lands Timeline

2

2016

October

Due diligence and project planning completed

2017

June

Three orders of government announce combined \$1.25-billion funding commitment

December

Lake-filling work begins at the western edge of what will become Villiers Island

2018

Spring

Soil remediation and stabilization methodologies tested

Fall

Test pits and shallow excavation started in preparation for heavy excavation and full-scale soil remediation in winter 2018/19

Port Lands

The Port Lands include about 290 hectares of land—including parts of Riverside, Leslieville, and the First Gulf/Unilever development site—whose development potential is severely constrained by flood risks. In June of 2017, the municipal, provincial, and federal governments affirmed a \$1.25-billion, seven-year flood protection project to unlock the development potential of this prime land.

Flood protection for the area will involve the creation of two new outlets for the Don River, in a configuration that restores the river’s original mouth and surrounding wetlands. Waterfront Toronto will add vital related infrastructure, including roads, bridges, parks, stormwater management infrastructure, and a transit right-of-way. Considering both the direct construction activity at the site and the subsequent realization of the area’s development potential, this project is expected to generate:



\$1.9B

in government revenue



51,900

full-time years of employment



\$5.1B

value to the Canadian economy

We’re proud to be working with a dedicated coalition of partners to achieve this extraordinary transformation. Funding comes from the Government of Canada, the Province of Ontario, and the City of Toronto. Our project partner is Toronto and Region Conservation, and our agency partners are CreateTO and Ports Toronto.

Direct economic benefit

Waterfront Toronto facilitates public and private investments, deploying resources from the three orders of government and partnering with private firms to plan, design, and build places that catalyze jobs, growth, and vitality.

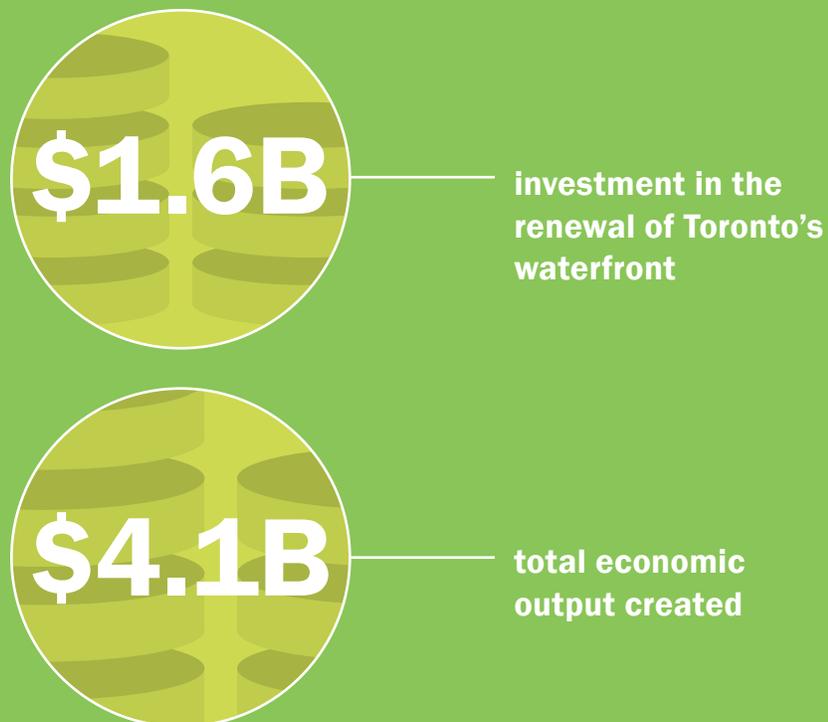
Statement of Revenues and Economic Value Distributed or Invested*	2018 \$M	2017 \$M	2016 \$M	2015 \$M	2014 \$M	2013 \$M
Waterfront Toronto Revenues						
From governments	1.2	11.2	22.6	21.5	32.5	47.7
From various sources (e.g., granting bodies, philanthropists) for specific projects	3.2	4.0	2.3	7.6	3.7	1.5
From property (leases, land sales) and financial investments	4.1	5.5	1.3	23.4	2.2	1.3
Total Revenues	8.5	20.7	26.2	52.5	38.4	50.5
Economic Value Distributed						
Operating costs	2.8	2.6	3.6	3.2	2.8	2.5
Employee wages and benefits	4.6	5.2	4.8	3.6	4.8	5.0
Community infrastructure investments	1.0	6.5	21.7	25.1	28.8	40.9
Total Economic Value Distributed	8.4	14.3	30.1	31.9	36.4	48.4
Net Revenues	0.1	6.4	(3.9)	20.6	2.0	2.1
Total Assets	517.03	452.2	476.5	606.0	501.6	425.5

* For the year ended March 31, 2017

Indirect economic benefit

In 2017, Urban Metrics completed an economic analysis that examined the broader economic effects of Waterfront Toronto’s investments. The analysis concluded that, as of March 31, 2017, Waterfront Toronto had invested roughly \$1.6 billion in waterfront revitalization and had created \$4.1 billion in total economic output to the Canadian economy. Benefits to Canadians have included:

- **government tax revenues** of approximately \$848 million for Toronto, Ontario, and Canada.
- about 14,100 full-time years of **employment** (through our direct, indirect, and induced expenditures). Concentrated in but not limited to the City of Toronto, these jobs were created in construction, finance, insurance, and real estate, as well as the professional, scientific, and technical services sector.
- increased and accelerated **private-sector investment**. In interviews conducted by an outside research firm, real estate developers and leasing professionals involved with waterfront projects reported that Waterfront Toronto’s planning, remediation, and infrastructure development efforts—especially flood protection work, infrastructure, and parks—had either made significant developments possible or accelerated their initiation.



Infrastructure

Kilometres of infrastructure completed:

7.2

Roads

7.7

Watermain sewers

10.0

Sanitary sewers

11.1

Stormwater sewers

Waterfront Toronto has made substantial investments in infrastructure and services in waterfront neighbourhoods. These investments support economic vitality by creating a safe, functional, and welcoming environment along the lake—enabling uses ranging from tourism and recreation to retail and business activity.

For example, our Queens Quay revitalization project rebuilt the area from below-ground up. First, we replaced outdated water, sewer, stormwater, hydro, and telecommunications infrastructure to ensure that modern, reliable city services would be available to the increasingly active area. At street level, we created a broad and inviting granite promenade, new traffic lanes, and a dedicated streetcar corridor, and supported cyclists by linking the Martin Goodman Trail to the downtown waterfront. New benches, lights, and trees complete the environment. Together, these changes make each of the area's shops, restaurants, and cultural facilities more accessible and welcoming. And the bustling two-kilometre stretch of waterfront has become more than the sum of its parts: a destination where thousands of visitors not only visit but play and linger throughout the year.

Infrastructure Investments and Services for Public Benefit	Actual 2001–2018	Forecast 2019–2025	Actual & Forecast 2001–2025
Parks and Public Realm	\$ 480,588,235	\$ 123,890,536	\$ 604,478,770
Municipal Roads and Utilities	167,031,159	106,443,032	273,474,191
Community Education and Health Facilities	29,482,127	53,122,546	82,604,673
Transit and Transportation	331,488,492	1,695,757	333,184,249
Flood Protection	166,010,948	1,219,964,928	1,385,975,876
Total	\$ 1,174,600,961	\$ 1,505,116,799	\$ 2,679,717,759

About the resources under our stewardship

Public money. When Waterfront Toronto was established in 2001, the Government of Canada, the Province of Ontario, and the City of Toronto each committed \$500 million in seed capital to begin the waterfront revitalization process. Most of our investments are made in infrastructure. We create new assets such as parks and promenades that make the waterfront more inviting. We also create roads, sewers, and stormwater management equipment that make the waterfront more functional for people and businesses while keeping the lake healthy. We use leading practices to remediate lands contaminated by past industrial uses so they can be redeveloped.

Public land. Most of the land along the waterfront is owned by the three orders of government. When Waterfront Toronto was formed, our government partners anticipated that the most effective way to revitalize the waterfront would be to empower a single entity to plan and facilitate development of these public lands. This approach has enabled us to plan complete communities that have everything they need to thrive economically and socially; we work with a range of private-sector partners to realize these plans with excellence. Any revenue Waterfront Toronto derives from its authority over public lands—whether proceeds from the sale of parcels for development or from sources like parking fees—is used to support our operations or reinvested in assets (such as parks, lighting, and infrastructure) that benefit the public.

Other resources. In addition to support from the three orders of government and revenues from the management of public lands, Waterfront Toronto draws project-specific support from a range of partners and funding bodies.

“Untitled” (Toronto Lamp Posts) by Tadashi Kawamata is one of seven public art installations commissioned by Waterfront Toronto. It’s located in the West Don Lands neighbourhood.



Our work for

Vibrant communities

Healthy and connected neighbourhoods

Waterfront Toronto plans and guides the creation of neighbourhoods that enhance the lives of people who live and work there. These thoughtfully designed places also improve the broader urban environment by supporting local economic activity and making the lake and surrounding areas more accessible and inviting for residents and visitors.

Affordable housing

**West Don Lands
Affordable Rental
Units completed:**

243 Toronto Community
Housing

145 Wigwamen
Incorporated

108 Fred
Victor

496 TOTAL

**East Bayfront Affordable
Rental Units under
construction:**

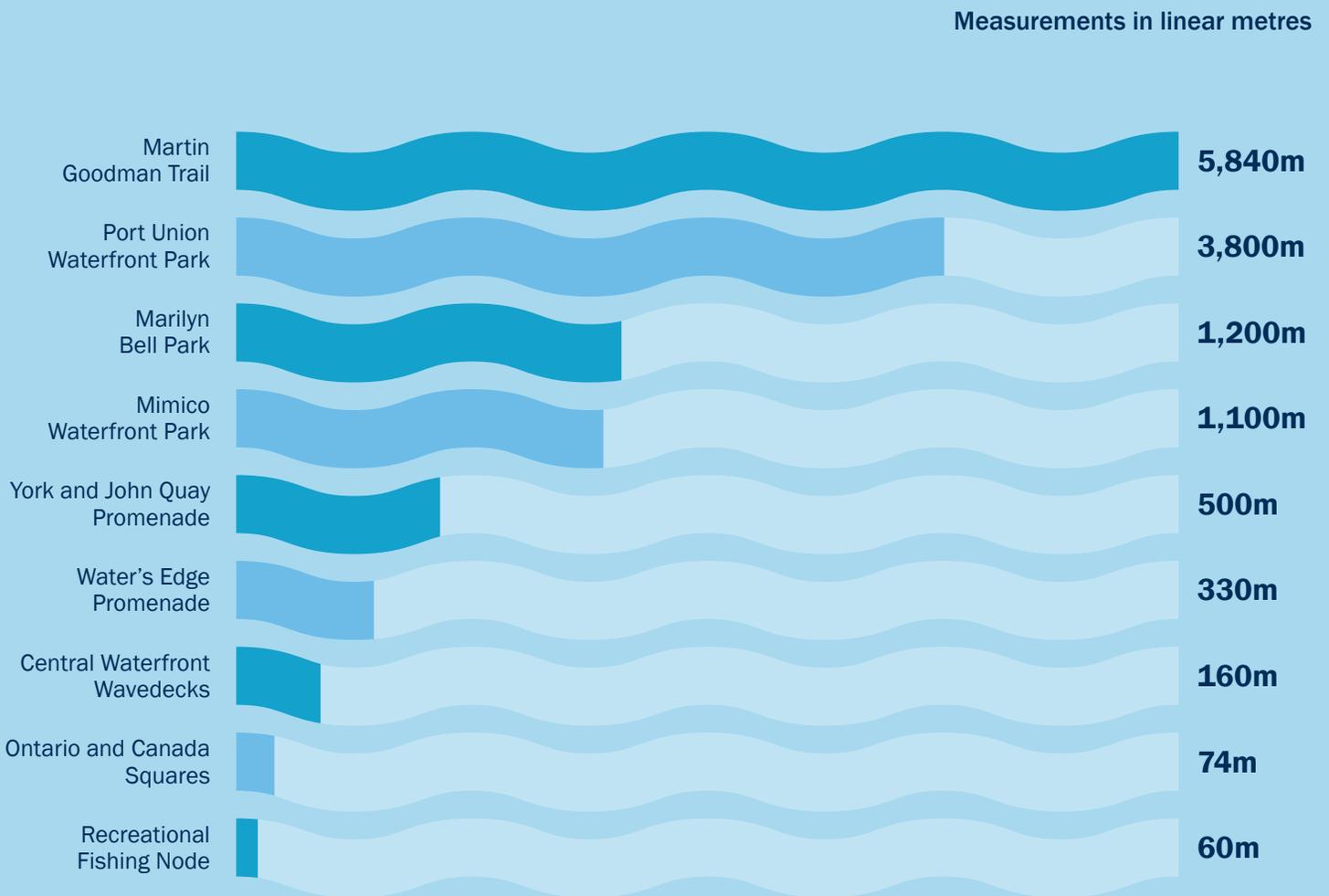
80 Artscape



80 TOTAL

Putting affordable housing at the heart of waterfront revitalization. Neighbourhoods work best when they work for everyone, including individuals and families with low and moderate incomes. In lands under Waterfront Toronto’s control, we require that 20% of all residential units be affordable rental (i.e., below-market) and that an additional 5% be low-end-of-the-market ownership. The new West Don Lands neighbourhood, currently under development, has added 496 affordable housing units to Toronto’s rental stock—including units that give special priority to Indigenous residents, people with disabilities, families, veterans, youth, seniors, and newcomers. The East Bayfront neighbourhood, currently under development, will add a further 695 affordable units. Other projects currently in the planning phases are expected to meet Waterfront Toronto’s affordability target established for lands under our jurisdiction (that is, government-owned lands).

Public waterfront access



Expanding waterfront access for everyone. Providing Toronto's residents and visitors with safe and easy access to the shores of Lake Ontario is an important part of our work. To date, we've created over 13 kilometres of trails and promenades in key areas of the waterfront, as well as a range of parks and public spaces that make it more fun for people to move through the city toward the water. We make sure every public space we create or redevelop is accessible according to the Access for Ontarians with Disabilities Act (AODA); this includes recreational trails and beach access routes, outdoor eating areas for public use, outdoor play spaces, parking areas, service counters, seating areas, and other amenities.

Engagement and inclusion

Where high-tech infrastructure meets digital inclusion. We're working with development partners and technology leaders to ensure that the neighbourhoods we build today are equipped to meet the future connectivity needs of both residents and businesses—including firms with intensive data and bandwidth requirements. Waterfront districts are already attracting major employers like Corus Entertainment and WPP, the anchor tenant in the Waterfront Innovation Centre (currently under construction), and momentum is building as new infrastructure and facilities are completed. Our partner Beanfield Metroconnect has used fibre optic technology to build Canada's first open-access ultra-high-speed broadband network. This network provides internet access in waterfront precincts exponentially faster than the North American average. A cross-subsidy model provides ultra-high-speed access to residents of affordable housing units, and Beanfield Metroconnect is working to extend the complimentary neighbourhood-wide WiFi that was recently launched as part of The Bentway.

An opportunity to build new employment connections. Waterfront revitalization brings valuable training and employment opportunities. To ensure that these opportunities are accessible to local people who need them, we've developed the Waterfront Toronto Employment Initiative (WTEI), which focuses on unemployed and underemployed residents. We encourage our development partners, contractors, and consultants to participate in the program by informing us of new opportunities that could benefit local job-seekers. We work alongside partners who have extensive connections with people facing barriers to employment, including the YMCA of Greater Toronto, Dixon Hall, George Brown College, and the City of Toronto. So far, the program—which has included networking events, community outreach, the creation

of a database of qualified candidates—has built awareness and connections, and its placed dozens of candidates in new jobs, including with our own organization.

Our approach to public consultation. Since our creation, Waterfront Toronto has benefited from the insights and energy of a highly engaged public—and along the way we've earned a reputation for effective communications and meaningful community engagement. Our public consultation strategy has been in place since 2002. It's grounded in the conviction that positive, productive relationships with our stakeholders are essential to pursuing our mandate; balancing diverse community concerns; and fulfilling our responsibilities to the public with accountability and transparency.

Our consultation work goes well beyond what's legally required for public projects: we engage residents and other stakeholders early, so there's time to truly understand and incorporate their insights to improve the quality and relevance of our projects. The meetings and feedback processes we initiate have a range of specific focuses—like the design of a new park or community needs in a new neighbourhood. But whatever the topic at hand, our engagement work always seeks to encourage broad participation, increase awareness and understanding of changes by the waterfront, report on the results of our consultations, and encourage positive contributions to designs and plans for waterfront revitalization.

How we keep stakeholders informed about active projects. When a specific project is underway—when planning and design work are unfolding, earth is moving, and construction is happening—our community engagement is especially active. We establish Stakeholder Advisory Committees (SAC)



Some of the groups we consult regularly:

- the general public
- business and industry
- ratepayer and neighbourhood associations
- conservation and environmental groups
- civil society groups (e.g., CivicAction)
- elected officials at the three orders of government
- institutions like colleges, hospitals, and universities
- arts, culture, and heritage organizations
- coalitions like the West Don Lands Committee.

Public consultation

Public consultation and communication (2006–2017)

324

Public and stakeholder meetings

612

E-blasts and newsletters

202

News conferences, special events, community events

4k

Email and phone inquiries per year

15k+

Stakeholders directly engaged through consultation (2008–2017)

28k

Total social media followers

What we've heard

Stakeholders have emphasized the following priorities in our consultations:



Access to waterfront and amenities
pp. 34–35



Promoting environmentally friendly transportation
pp. 30–31



Restoring natural habitats and creating green space
pp. 44–47



Developing efficient and low-emissions buildings and infrastructure
pp. 46–47

How we've responded



We've incorporated these priorities into our strategic plans and activities, and reported on them in this document (see page references above), in our annual reports, and on our website.

and Construction Liaison Committees (CLC) as ongoing forums for input and feedback. We email detailed construction notices to stakeholder databases (easy to sign up for) to ensure the public is aware of upcoming impacts on their communities. Our blog features updates about active projects, communicated in plain language with understandable graphics and illustrations. For major projects, we create a dedicated website—like the one we’ve recently launched at PortLandsTO.ca.

Social media complements our in-person public consultations. We issue updates, share information, and solicit some forms of input through social media platforms. Over the past few years, our fans, followers, and connections on Twitter, Facebook, YouTube, and LinkedIn have all increased in number. Our engagement statistics (the numbers of people sharing and “liking” our posts) have also increased.

We make public engagement fun. Over the past few years, we’ve been hosting pop-up events and spontaneous consultations along the water, using playful feedback tools and colourful displays to get people talking about what they want from the new parks, neighbourhoods, and public spaces taking shape along the lake.



How would you describe Waterfront Toronto?

 Complete information about the results and methodology are available [here](#).

In the spring of 2018, we worked with Park People and the City of Toronto’s Parks, Forestry and Recreation department to develop an online survey about parks and public spaces—and the organizations that create and manage them.

When respondents were asked what terms they would use to describe Waterfront Toronto, these were the five most common answers:

1. Forward-thinking
2. Design-focused
3. Community-focused
4. Development-focused
5. Knowledgeable

Showcasing creative excellence and smart design

Design Excellence

Waterfront Toronto has earned more than 90 awards for design excellence in categories ranging from sustainability to neighbourhood development. As we've undertaken our revitalization efforts in consultation with local communities, businesses, and other stakeholders, we've aimed to set new standards for architecture and public space in the city.

The strategies we've used to promote design excellence include:

Design competitions for major projects. Design competitions invite diverse visions for a given space or amenity. Our competitions have attracted some of the world's most respected professionals. By exploring an array of approaches, decision-makers not only get to choose the most compelling option, they expand their shared understanding of what's possible in terms of land use, access, sustainability, and visual presence.

Toronto's first independent design review panel. In 2005, we gathered leading experts and city-builders and asked them to help us ensure that waterfront revitalization projects would work together to create a beautiful, visually coherent, and sustainable built environment along the lake. The panel is an independent advisory body, providing input and advice on public projects, like parks and bridges, as well as private residential and commercial buildings.

Recent awards for design excellence in waterfront districts

Awarded to our design and development partners, contractors, and collaborators

Project	Award	Jurisdiction
West Don Lands Neighbourhood	2017/18 Urban Land Institute Global Award for Excellence (sometimes nicknamed the "Nobel Prize of Urbanism")	International
West Don Lands Public Landscapes	2016 Canadian Society of Landscape Architects National Award	National
West Don Lands Public Realm	2017 Toronto Urban Design Award of Excellence	Municipal
Queens Quay Revitalization	2017 Toronto Urban Design Award of Excellence	Municipal
River City Development	2017 Ontario Association of Architects Governor's Award for Design Excellence in Architecture	Provincial
East Bayfront Stormwater Management System	2017 Consulting Engineers of Ontario—Willis Chipman Award for improving the economic, social, and environmental quality of life in Ontario	Provincial

A Toronto park visits New York

In 2017, Underpass Park—a Waterfront Toronto project in the east end—was featured in an exhibition at New York’s Cooper Hewitt Smithsonian Design Museum that focused on successful exercises in inclusive city-building. The curators chose Underpass Park as a notable example of collaborative design that responds to community needs and makes city life better for everyone.

Public art

Waterfront Toronto approaches public art as an integral part of neighbourhood planning. When planning for a new neighbourhood gets underway, we create a hyper-local public art strategy and select prominent and appropriate locations for each artwork. We’re also increasingly working with arts organizations and festivals like Luminato, Nuit Blanche, EDIT, and In/Future to bring creative programming to the waterfront—building links between dynamic local organizations and the new parks and neighbourhoods by the lake.

City of Toronto rules require developers to set aside 1% of gross construction costs for art—but it’s common for these works to be placed in the lobbies of buildings, which makes them harder for the public to access. In waterfront districts, funds set aside for public art are not segmented building by building but pooled into neighbourhood funds; art pieces are installed in high-profile locations that are open to everyone. This planning and funding model allows us to develop a curatorial vision for a given area, creating a meaningful neighbourhood art collection that engages the public and helps to define a community.

Art from everywhere—made in Ontario

While the strength of our public art program attracts outstanding artists from across Canada and around the world, all of our commissions to date have been fabricated here in Ontario. We require our artworks to be durable in the outdoor urban climate, made from materials, like steel and bronze, that will last a minimum of 25 years with minimal maintenance.



Learn more about our public art program [here](#).

Underpass Park near Lower River Street captured the attention of the curators of an exhibition on inclusive city-building (see facing page).



In Sherbourne Common, stormwater is collected and cleaned using UV light before flowing down illuminated art sculptures called "Light Showers," designed by artist Jill Anholt, and then along an urban river channel where it is released back into Lake Ontario.



Our work for a

Healthy environment

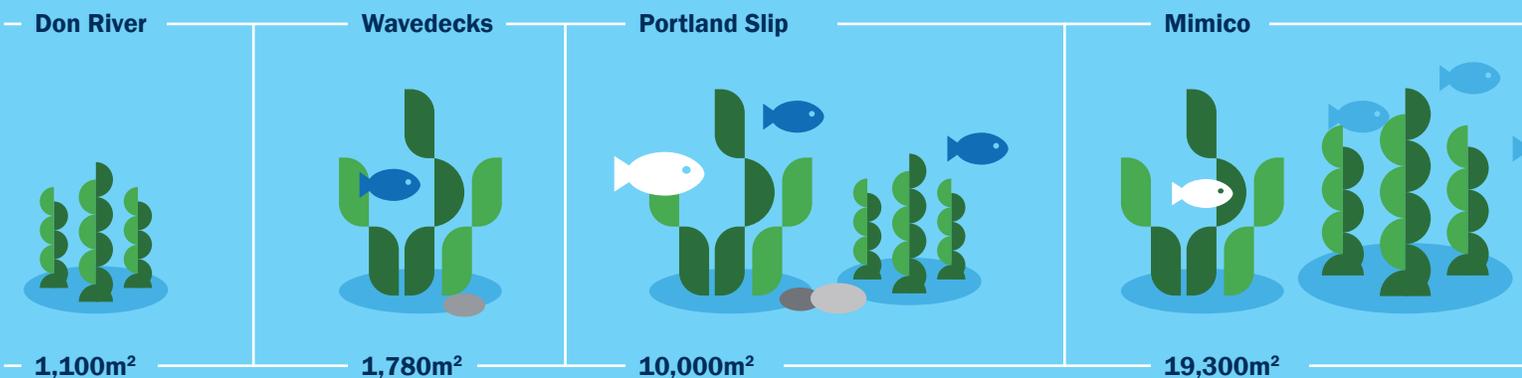
Waterfront habitat

Restoring habitat is a vital part of waterfront revitalization. In every project we deliver, Waterfront Toronto strives for a win-win—a lakeshore that’s more vibrant and inviting for humans and one that sustains diverse and resilient ecosystems. Great habitat not only supports wildlife, it protects the health of the environment we all share.

Over the last decade, Waterfront Toronto has:

- Supported **Aquatic Habitat Toronto** as founding members. This coalition of government agencies and conservation groups works to ensure that waterfront projects incorporate improvements to aquatic habitats and fisheries resources.
- Contributed to the **Toronto Harbour Acoustic Telemetry Study**, a research project that uses acoustic telemetry transmitters to research fish behaviour and habitat preferences. Along with other research goals, the study will help measure the results of our habitat remediation efforts and inform future habitat management decisions.
- Created **new aquatic habitat under the Wavedecks** along the central waterfront. We installed structures like shoals and tree logs that help plants to take root, creating food and shelter for fish. Numerous measures show there are more fish in the area now than a decade ago, and also a greater variety, including at least one endangered species.
- **Made aquatic habitat central** to the creation of three public parks from 2006 through 2015.
 - **Mimico Waterfront Park** in Etobicoke added 19,300 square metres of aquatic habitat and 500 metres of linear aquatic habitat.
 - **Port Union Waterfront Park** in Scarborough added 86,740 square metres of aquatic habitat and 2,633 metres of linear aquatic habitat. We rehabilitated and protected the shoreline with a cobble beach that supports habitat diversity.
 - **The Outer Harbour Recreational Node** in Lake Ontario Park was designed to provide shade and refuge for a variety of fish and amphibian species. Linked to the Martin Goodman Trail by a number of paths, it offers people opportunities for recreational fishing, birdwatching, and just enjoying the view.
- **Offset negative habitat impacts from necessary repair work** on a dock wall at the Portland Slip by making a contribution to the Toronto Island Habitat Bank Project to create the equivalent of 10,000 square metres of aquatic habitat.

Aquatic Habitat



Additional information is available online at [Aquatic Habitat Toronto’s website](#).

Corktown Common

For more information on Corktown Common, see the *Organic Landscape Maintenance Guidelines* on our [website](#).

An organically managed park with diverse wildlife

Opened in 2013, Corktown Common is a 7.3-hectare park in the West Don Lands. In addition to providing flood protection and amenities that enhance neighbourhood life—like an athletic field and a splash pad—Corktown Common includes an extensive landscape of marshes, prairies, and woodlands to promote biodiversity. Its plants are 95% native and Toronto-adapted species. The park has over 700 trees and thousands of shrubs, groundcover, and aquatic plants. This ecological richness has created a welcoming environment for wildlife and migratory birds. The wetlands are already home to birds, insects, frogs, and ducks.

The mouth of the Don

For more information on this ambitious project, see [PortLandsTO.ca](#).

Renaturalizing a wetland for flood protection and habitat

In the early 1900s, Toronto filled in and industrialized the wetland now known as the Port Lands and redirected the Don River with an unnatural hard turn. Today, we're working to rehabilitate the health of the soil and protect the area from flooding by renaturalizing the mouth of the river, and restoring its original course. In addition to a network of public parks, we're creating new wetlands and marshes that will be home to fish, birds, and other animals.



Green buildings and energy performance

Buildings drive a substantial portion of Canada’s energy consumption, natural resource extraction, waste generation, and carbon emissions. Sustainable building practices can limit buildings’ environmental impact and reduce the costs of maintaining and operating them over time. Green strategies can also support the health and productivity of building occupants—for instance, by improving indoor air quality through the use of non-toxic materials.

Waterfront Toronto sets ambitious green standards for our building and park projects. And our approach to green building goes beyond energy efficiency and sustainable materials. We design every project with a view to supporting people and organizations in their own efforts to reduce their environmental impact—whether by helping them conserve resources or use greener modes of transportation.

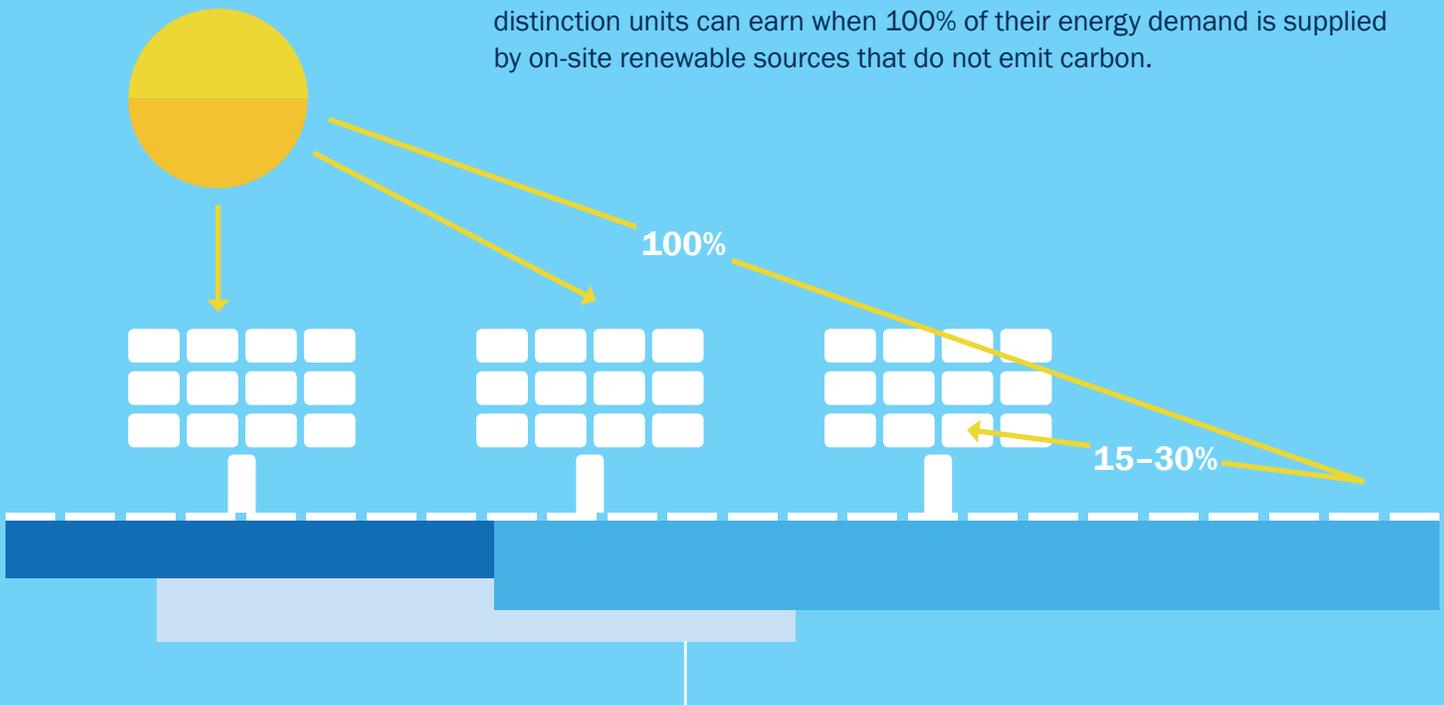
Our key green building policies & guidelines

- **Sustainability Framework (2005):** This document sets out Waterfront Toronto’s sustainability vision on 11 themes: energy, land use, transportation, sustainable buildings, air quality, human communities, cultural resources, natural heritage, water, materials and waste, and innovation. It also contains a performance measurement system to track our progress in each area.
- **Minimum Green Building Requirements (MGBR) (2006):** These requirements, which apply to all buildings on government-owned lands in waterfront precincts, guide the development of high-performance buildings, and support residents and tenants in making sustainable choices. Our original MGBR required all waterfront projects to earn Leadership in Energy and Environmental Design (LEED) Gold certification; at the time, LEED was new to Canada and Gold certification was considered a stretch target intended to help transform the market.
- **MGBR Updates (2011, 2014):** The green building field is continually advancing, as demand for sustainable spaces grows and as new materials and technologies become available. We’ve issued two updates to our original MGBR. These introduced requirements for:
 - greater energy efficiency and water conservation, and sub-metering systems that let individual units monitor their consumption
 - smart building design features, such as flexible configuration options
 - charging stations for electric vehicles and ample bicycle storage
 - on-site renewable energy
 - support for efforts to keep advancing the building’s performance once it’s occupied (e.g., energy performance monitoring and Green Teams that let tenants implement new ideas)
- **Toronto Green Standard—**The City of Toronto’s tiered policy framework includes mandatory elements and more stringent voluntary targets, up to and including near-zero-emissions buildings. We encourage our development partners to strive for the more ambitious tier.

Aqualina by Tridel

A green building landmark with a Net-Zero Energy Dwelling (NetZED)

Our development partner Tridel has worked with Tower Labs, a non-profit that promotes the adoption of green technology for high-rise buildings, to make Aqualina at Bayside a landmark in sustainable residential development. The 13-storey, 363-unit condominium is pursuing LEED Platinum certification and will include a Net-Zero Energy Dwelling: a distinction units can earn when 100% of their energy demand is supplied by on-site renewable sources that do not emit carbon.



Along with our innovation and funding partners and leaders in private-sector development, we're constantly exploring new ways to optimize on-site renewable energy. Simple, low-cost interventions—like adding double-paned solar arrays and a layer of white stones on a building's roof—can boost a tower's solar-power generation capacity by as much as 30%. Through construction under our Minimum Green Building Requirements, developers in Toronto have shown that a 40% energy cost savings can be achieved with current design practices and equipment.

Leading on sustainability

In 2012, Waterfront Toronto was honoured with one of the world's most prestigious sustainability awards for our Minimum Green Building Requirements: the Globe Award for Environmental Excellence in Urban Sustainability.

Our in-house sustainability practices

At Waterfront Toronto, we strive to incorporate green practices into our own operations and encourage employees to make choices to reduce their environmental impact. The goal is to create a virtuous cycle in which sustainable habits and a green culture reinforce each other.

Conservation habits ► We have specific and effective systems to help us limit water consumption, minimize paper use, and reduce waste. Our building’s recycling, composting, and upcycling programs achieve an overall waste diversion rate of 71.2%. Waterfront Toronto alone saved 54 trees in 2017 by participating in a recycling program managed by our paper shredding supplier, Shred-It. Alongside our fellow tenants, we participate actively in our building’s sustainability programs, supporting awareness campaigns and attending quarterly Green Team meetings. We’ve made concrete changes as a result of our involvement in this initiative, including replacing 100% of our lighting fixtures and reconfiguring the lighting zones in our workspace, resulting in a greater proportion of our office lights being off by 6:00 p.m.

Greenhouse gases ► As part of a broad commitment to tackling climate change, Waterfront Toronto measures greenhouse gas (GHG) emissions associated with our corporate office activities (see graphic on facing page). We use a rigorous and broadly accepted methodology, and we report our emissions relative to the number of our full-time equivalent employees, which helps us evaluate year-over-year changes in our GHG performance.

Staff transportation ► Waterfront Toronto encourages staff to use active transportation and public transit and takes steps to facilitate these choices. Staff surveys on transportation habits indicate that 88% of Waterfront Toronto staff take public transit, cycle, or walk to work.

Procurement ► We make green procurement choices wherever possible; we use recycled and recyclable furniture, 100% Forest Stewardship Council–certified paper, sustainable office supplies, and green cleaning products. Our office manager works with our Environment and Innovation group to achieve ongoing improvements in our purchasing.

Electronic waste ► We have on-site electronic-waste-management programs, including for batteries. After addressing any data-privacy concerns, we donate used IT equipment to the Yonge Street Mission, a charity that serves people living with poverty in Toronto.

LEED Platinum offices ► Our office is located at WaterPark Place, 20 Bay Street, which has won a Canada Earth Award from the Building Owners and Managers Association (BOMA) and was the first building in North America to move from a Gold (2012) to a Platinum (2014) LEED certification in the Existing Building category.

88% of Waterfront Toronto staff take public transit, cycle, or walk to work.



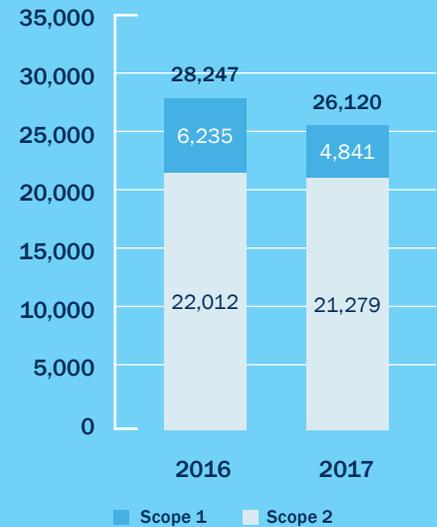
Our energy and greenhouse gas performance

As we work to create sustainable communities on the waterfront, we also make conscious and consistent efforts to minimize our own footprint as an organization. The charts below show year-over-year reductions in the amount of energy we consume per square foot of our office space (left) and the quantity of greenhouse gas emissions associated with our operations (right).

Energy Intensity
(ekWh/ft²)



Scope 1 and Scope 2
GHG Emissions (kgCO₂e)



Scope 1: Direct GHG emissions from sources that are owned or controlled by Waterfront Toronto, such as appliances that burn natural gas.

Scope 2: Indirect GHG emissions, such as those generated by sources of electricity purchased and consumed by Waterfront Toronto.

Healthy soil and trees

Soil Remediation. For many decades, the waterfront was used mainly for industrial purposes. More recently, with changes in our economy and shifting public expectations, the area has become much less industrial—and a more active site for tourism, recreation, and commercial activity. To help the waterfront fulfill its potential as a people-friendly place for the 21st century, we’re doing extensive work to clean up the contaminated soil that was left behind by past industrial uses as well as extensive infilling. The revitalization of Toronto’s waterfront is one of the largest urban brownfield-remediation projects in the world. Waterfront Toronto expects to manage approximately two million cubic metres of contaminated soil over the next 20 years.

A Thriving Tree Canopy. Healthy, mature trees transform the landscape—providing shade, animal habitat, and a connection to nature in the heart of the city. They also remove carbon from the atmosphere; waterfront trees remove enough carbon from the atmosphere every year to offset the emissions from driving over 5,000 kilometres. But it can be difficult to grow trees to maturity in urban environments. New trees face many challenges, including damage due to exposure, pollution, and salt from winter road maintenance. But research shows that the biggest problem trees face in cities is soil compaction.

We’re using soil-cell technology to ensure that trees have enough soil for healthy root growth. Soil cells are composed of a tiered web of rigid boxes that support the soil so it won’t compact under the weight of city pavement. When revitalization is complete, all waterfront trees that don’t live in parks—about 16,800 of them—will have soil-cell technology to help their roots to spread and thrive, keeping them healthy as they grow to full maturity.

Contaminated soil management (by area in hectares)

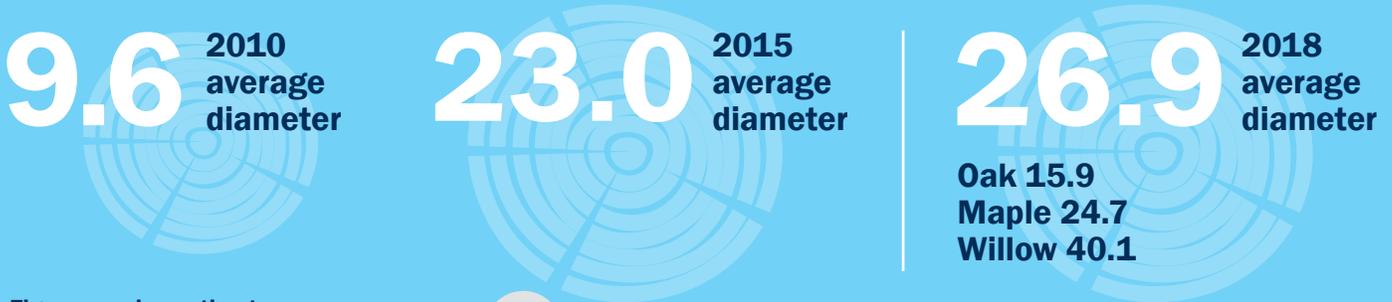
Total: 65.8



Soil contamination risk addressed

Growth rate of trees

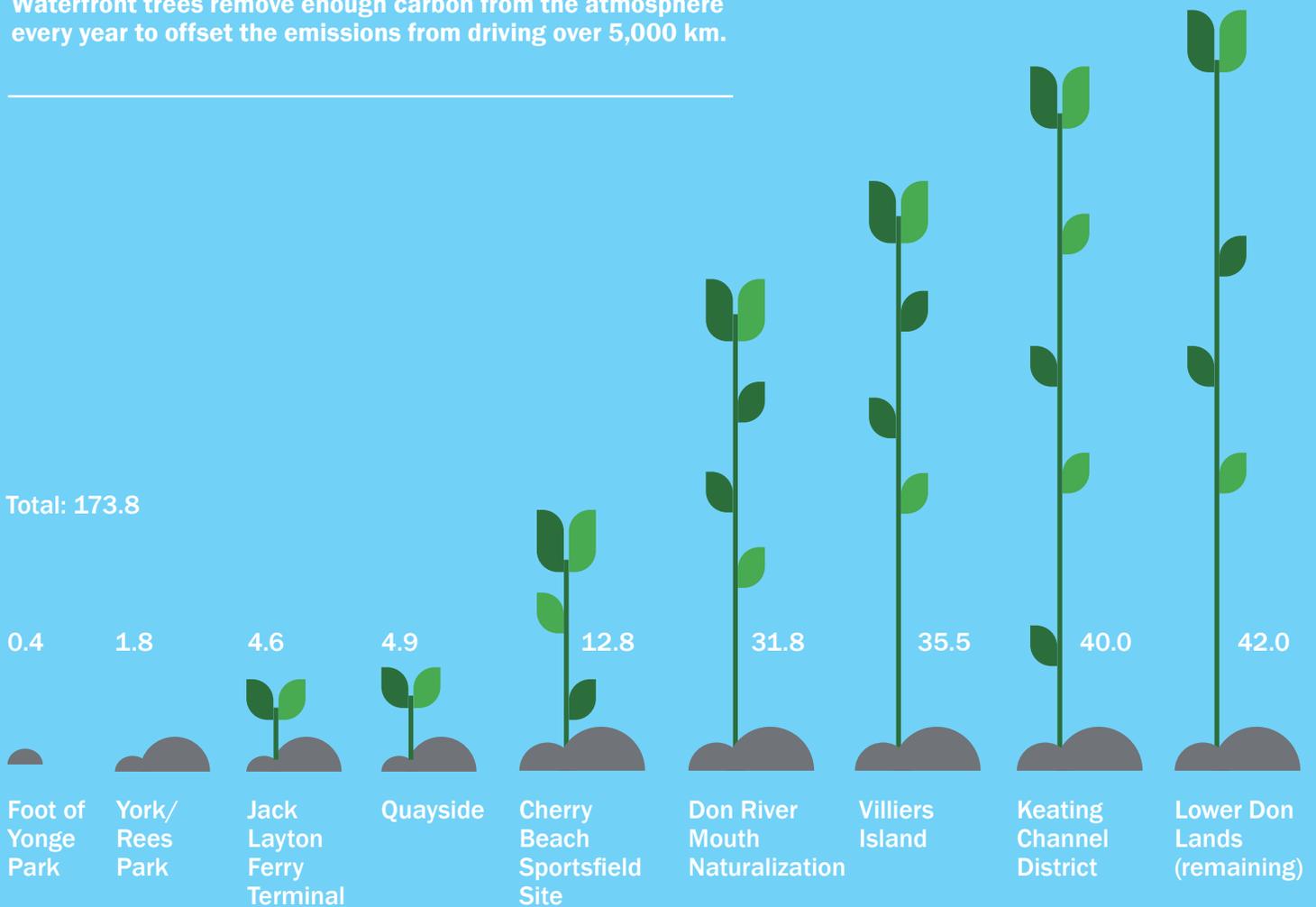
The growing diameter of trees on waterfront lands such as Sugar Beach and Sherbourne Common indicates that the work we're doing to support tree health is making a meaningful difference.



Figures are in centimetres

5000km

Waterfront trees remove enough carbon from the atmosphere every year to offset the emissions from driving over 5,000 km.



Upcoming projects with soil contamination risk

Climate-positive development

Since its inception, Waterfront Toronto has demonstrated a strong commitment to climate-conscious development practices. This commitment takes a number of forms. It includes our participation in C40 Cities, an international network of urban centres taking bold and concrete action on climate, health, and sustainability. It also includes rigorous assessment to quantify the impact of our work on the reduction of greenhouse gas emissions along the waterfront.

Villiers Island emissions-reduction strategy

	Emissions (tCO ₂ e)	% Reduction
Current plan total	16,541	-
Passive House energy efficiency	-8,270	50%
Vehicle electrification	-4,466	27%
Mode shift	-331	2%
CHP system	-3,143	19%
PV system	-331	2%
Total reductions	-16,541	100%
CHP exported energy offset	-42	100.3%



By using strategies like rooftop solar panels and Passive House–standard energy efficiency, we're working to get carbon emissions from the new community Villiers Island down to zero.



For more information on [Villiers Island Climate-Positive Report](#).

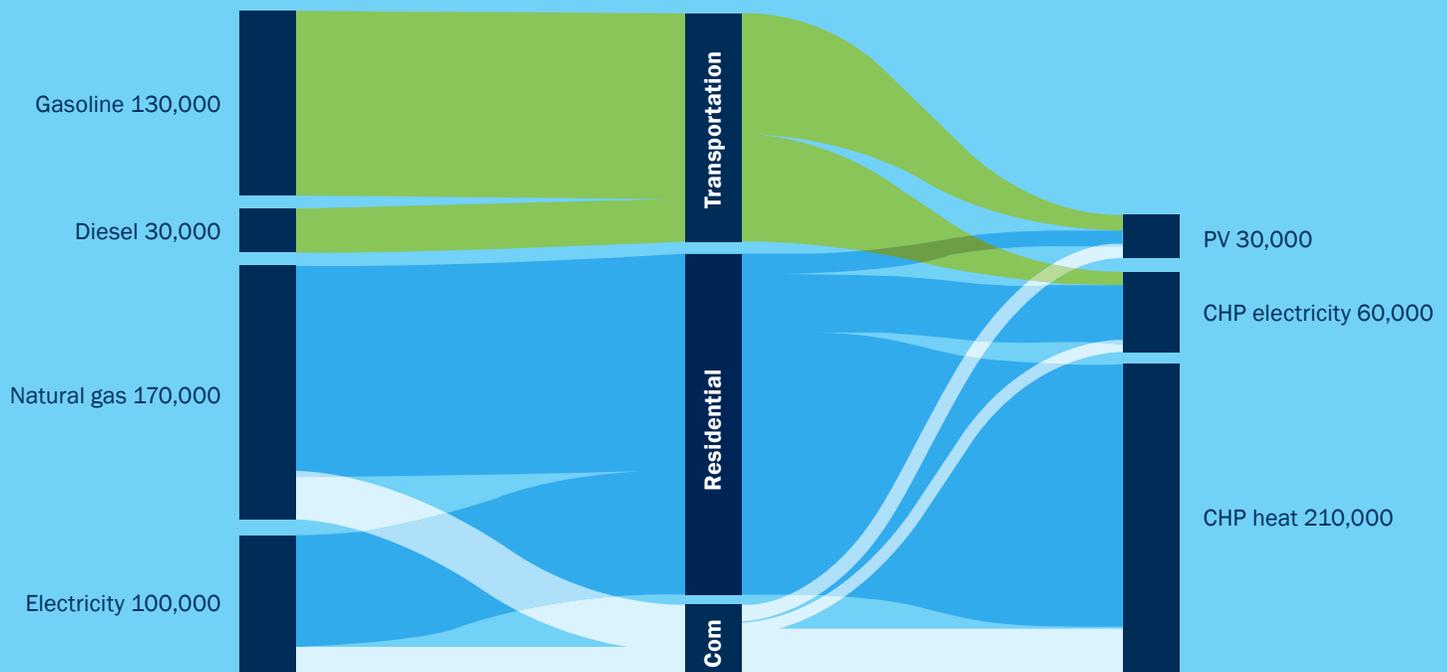
Villiers Island

Striving for climate-positive status

Villiers Island is a new waterfront neighbourhood currently in its planning stages. Aligned with one of the core values of our new Resilience and Innovation Framework for Sustainability, our goal is for the island to achieve the current gold standard for sustainable development: climate-positive. If we were to apply our current emissions-reduction practices, Villiers Island's CO₂ emissions would be 23% lower than the average Toronto development—but still produce 16,541 tons of emissions annually, well short of our goal of zero emissions.

The table on the facing page shows the contribution that a number of additional green strategies—ones we'll adopt for the first time, or intensify our use of—will make to getting Villiers Island down to zero emissions. The graphic below shows how our green strategies will reduce the environmental footprint of different aspects of life in the new community: transportation, homes, and businesses.

Plan versus climate-positive scenario yearly energy usage (GJ) for Villiers Island



Villiers Island is one of 17 neighbourhoods around the world associated with a new C40 Cities climate leadership initiative: participating districts are working to achieve climate-positive status, while sharing their progress and insights with their international counterparts and the C40 Cities network.

Surveying by the Keating Channel. This work is related to the Cherry Street lake-filling project, part of the \$1.25-billion Port Lands flood protection initiative, which began in December 2017.



— Additional information —

Appendix

Appendix: This appendix offers additional information on Waterfront Toronto’s corporate social responsibility and sustainability performance, to support our adoption of GRI G4 reporting guidelines.

STANDARD DISCLOSURES PART I: Profile Disclosures			
1. Strategy and Analysis			
Profile Disclosure	Description	Key Points of Coverage	Location in Report
G4-1	Statement from the most senior decision-maker of the organization.	Strategic priorities and key topics for the short and medium term with regard to sustainability.	Message from interim CEO Michael Nobrega and Board Chair Helen Burstyn
		Including respect for international standards and how they relate to long-term organizational strategy and success.	None have been applied.
		Broader trends affecting the organization and influencing sustainability priorities.	Message from interim CEO Michael Nobrega and Board Chair Helen Burstyn
		Key events during the reporting period.	
		Achievements during the reporting period.	
		Failures during the reporting period.	
		Views on performance with respect to targets.	
		Outlook on the organization’s main challenges and targets for the next year and goals for the coming 3 to 5 years.	
		Other items pertaining to the organization's strategic approach.	
2. Organizational Profile			
Profile Disclosure	Description	Key Points of Coverage	Location in Report
G4-3	Name of the organization.	Name of the organization.	Cover Page
G4-4	Primary brands, products, and/or services.	Primary brands, products, and/or services.	Who We Are
G4-5	Location of organization’s headquarters.	Location of organization’s headquarters.	Who We Are
G4-6	Number and name of countries where the organization operates.	Number of countries where the organization operates.	Waterfront Toronto operates in Toronto, Ontario, Canada.
		Names of countries where either the organization has significant operations or that are specifically relevant to the sustainability topics covered in the report.	
G4-7	Nature of ownership and legal form.	Nature of ownership.	Waterfront Toronto is a corporation established by the Government of Canada, the Province of Ontario and the City of Toronto.
		Legal form.	
G4-8	Markets served.	Markets served by geographic breakdown.	Who We Are
		Markets served by sectors served.	Waterfront Toronto operates in the real estate sector.
		Markets served by types of customers/beneficiaries.	Who We Are; Engagement and Inclusion

G4-9	Scale of the organization.	Scale of the reporting organization by number of employees.	Governance and Accountability
		Scale of the reporting organization by net sales (for private sector) or net revenues (for public sector).	Direct Economic Benefit
		Scale of the reporting organization by number of operations.	Waterfront Toronto has one operation.
		For private sector: total capitalization by debt and equity.	Not applicable.
		Quantity of products or services provided.	Development
		CRESS COMMENTARY: Organizations are encouraged to provide additional information, as appropriate, such as: gross lettable area for assets under construction and management.	Development
G4-10	Number of employees by contract and gender.	Total number of employees by employment contract and gender.	Governance and Accountability
		Total number of permanent employees by employment type and gender.	
		Total workforce by employees and supervised workers and by gender.	
		Total workforce by region and gender.	All employees reside at our Toronto office.
		Report whether a substantial portion of the organization's work is performed by workers who are legally recognized as self-employed.	Not applicable
		Report any significant variations in employment numbers.	There have been no significant changes in employment numbers since the last report.
G4-11	Collective bargaining agreement.	Percentage of total employees covered by collective bargaining agreements.	There are no Waterfront Toronto employees who are covered by collective bargaining agreements.
G4-12	Describe the organization's supply chain.	Describe the organization's supply chain.	Who We Are; Governance and Accountability; Development
G4-13	Significant changes during the reporting period regarding size, structure, ownership, or its supply chain.	Changes in the location of, or changes in, operations, including facility openings, closings, and expansions.	Development
		Changes in the share capital structure and other capital formation, maintenance, and alteration operations (for private sector).	Not applicable.
		Changes in the location of suppliers, the structure of the supply chain, or in relationships with suppliers, including selection and termination.	Waterfront Toronto has partnered with Alphabet's Sidewalk Labs to deliver Sidewalk Toronto, a joint effort to create a new kind of mixed-use, complete community on Toronto's Eastern Waterfront, beginning with the creation of Quayside. You can read more about Sidewalk Toronto at https://sidewalktoronto.ca . We've also partnered with municipal infrastructure firm EllisDon on the Port Lands Flood Protection and Enabling Infrastructure Project. See PortlandsTO.ca for more on the transformation of the Port Lands.

G4-14	Precautionary Principle.	Report whether and how the precautionary approach or principle is addressed by the organization.	Resilience and Innovation
G4-15	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or which it endorses.	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or which it endorses.	Who We Are; Climate-Positive Development
G4-16	List of memberships of associations and national or international advocacy organizations.	List of memberships of associations and national or international advocacy organizations in which the organization: <ul style="list-style-type: none"> • holds a position on the governance body • participates in projects or committees • provides substantive funding beyond routine membership dues • views membership as strategic. 	Waterfront Toronto is an active participant in leading sustainability organizations for municipalities and buildings, including: <ul style="list-style-type: none"> • Canadian Green Building Council • C40 Cities Climate Leadership Group • Ontario Environment Industry Association • Intelligent Community Forum • Urban Land Institute

3. Identified Material Aspects and Boundaries

Profile Disclosure	Description	Key Points of Coverage	Location in Report
G4-17	List all entities included in the organization's consolidated financial statements or equivalent documents.	List all entities included in the organization's consolidated financial statements or equivalent documents. Report whether any entity included in the organization's consolidated financial statements or equivalent documents is not covered by the report.	Waterfront Toronto's annual reports and financial statements are available online at: www.waterfronttoronto.ca/nbe/portal/waterfront/Home/waterfronthome/about-us/accountability .
G4-18	Explain the process for defining the report content and the Aspect Boundaries. Explain how the organization has implemented the Reporting Principles for Defining Report Content.	Explain the process for defining the report content and the Aspect Boundaries. Explain how the organization has implemented the Reporting Principles for Defining Report Content.	About This Report; the materiality assessment was used to determine the report content.
G4-19	List all the material Aspects identified in the process for defining report content.	List all the material Aspects identified in the process for defining report content.	About This Report
G4-20	For each material Aspect, report the Aspect Boundary within the organization.	For each material Aspect, report the Aspect Boundary within the organization, as follows: <ul style="list-style-type: none"> • Report whether the Aspect is material within the organization • If the Aspect is not material for all entities within the organization, select one of the following two approaches and report either: <ul style="list-style-type: none"> • List of entities or groups of entities included in G4-17 for which the Aspect is not material; or • List of entities or groups of entities included in G4-17 for which the Aspects is material • Report any specific limitation regarding the Aspect Boundary within the organization. 	About This Report; this report extends beyond Waterfront Toronto's organizational boundaries to cover its influence on project design and implementation, and local communities.
		CRESS COMMENTARY: For organizations with real estate portfolios: single-let and multi-let lease arrangements (typically financial lease or operating lease) across the portfolio.	Not applicable. Waterfront Toronto does not have single-let or multi-let lease arrangements.

G4-21	For each material Aspect, report the Aspect Boundary outside of the organization.	For each material Aspect, report the Aspect Boundary outside of the organization, as follows: <ul style="list-style-type: none"> Report whether the Aspect is material outside of the organization. If the Aspect is material outside of the organization, identify the entities, groups of entities or elements for which the Aspect is material. In addition, describe the geographical location where the Aspect is material for the entities identified. Report any specific limitation regarding the Aspect Boundary outside the organization. 	About This Report
G4-22	Report the effect of any restatement of information provided in previous report, and the reasons for such restatements.	Report the effect of any restatement of information provided in previous report, and the reasons for such restatements.	Not applicable. No restatements have occurred since the last report.
G4-23	Report significant changes from previous reporting periods in the Scope and Aspect Boundaries.	Report significant changes from previous reporting periods in the Scope and Aspect Boundaries.	About This Report; no significant changes in scope or aspect boundaries have occurred since the last report.

4. Stakeholder Engagement

Profile Disclosure	Description	Key Points of Coverage	Location in Report
G4-24	Provide a list of stakeholder groups engaged by the organization.	Provide a list of stakeholder groups engaged by the organization. CRESS COMMENTARY: Stakeholder groups who are engaged at the organizational level, project, or asset level	Engagement and Inclusion
G4-25	Report the basis for identification and selection of stakeholders with whom to engage.	Report the basis for identification and selection of stakeholders with whom to engage.	Engagement and Inclusion
G4-26	Report the organization's approach to stakeholder engagement.	Report the organization's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process.	Engagement and Inclusion
G4-27	Report key topics and concerns that have been raised through stakeholder engagement.	Report key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting. Report the stakeholder groups that raised each of the key topics and concerns.	Engagement and Inclusion

5. Report Profile

Profile Disclosure	Description	Key Points of Coverage	Location in Report
G4-28	Reporting period for information provided.	Reporting period (e.g., fiscal/calendar year) for information provided.	About This Report
G4-29	Date of most recent previous report.	Date of most recent previous report.	About This Report
G4-30	Reporting cycle.	Reporting cycle (such as annual, biennial).	About This Report
G4-31	Contact point for questions.	Contact point for questions regarding the report or its contents.	Back cover

G4-32	Report the 'in accordance' option the organization has chosen.	Report the 'in accordance' option the organization has chosen.	About This Report
		Report the GRI Content Index for the chosen option.	GRI Index
		Report the reference to the External Assurance Report, if the report has been externally assured.	Not applicable. This report has not been externally assured.
G4-33	Report the organization's policy and current practice with regard to seeking external assurance for the report.	Report the organization's policy and current practice with regard to seeking external assurance for the report.	Not applicable. This report has not been externally assured.
		If not included in the assurance report accompanying the sustainability report, report the scope and basis of any external assurance provided.	
		Report the relationship between the organization and the assurance providers.	
		Report whether the highest governance body or senior executives are involved in seeking assurance for the organization's sustainability report.	

6. Governance

Profile Disclosure	Description	Key Points of Coverage	Location in Report
G4-34	Report the governance structure of the organization.	Report the governance structure of the organization, including committees of the highest governance body. Identify any committees responsible for decision-making on economic, environmental, and social impacts.	Governance and Accountability

7. Ethics and Integrity

Profile Disclosure	Description	Key Points of Coverage	Location in Report
G4-56	Describe the organization's values, principles, standards and norms of behaviour such as codes of conduct and codes of ethics.	Describe the organization's values, principles, standards, and norms of behaviour such as codes of conduct and codes of ethics.	Who We Are; Resilience and Innovation; Governance and Accountability

STANDARD DISCLOSURES PART III: Performance Indicators

Economic Performance

Profile Disclosure	Description	Key Points of Coverage	Location in Report
Economic Performance			
G4-EC1	Report the direct economic value generated and distributed on an accruals basis.	<p>Direct economic value generated: revenues reported according to financial information from relevant financial documents.</p> <hr/> <p>Economic value distributed: operating costs, employee wages, and benefits.</p> <hr/> <p>Economic value distributed: payments to providers of capital.</p> <hr/> <p>Economic value distributed: payments to governments (by country); payments to government as agent.</p> <hr/> <p>Economic value distributed: community investments.</p> <hr/> <p>Economic value retained (=economic value generated less [=minus] economic value distributed).</p> <hr/> <p>To better assess local economic impacts, report direct economic value generated and distributed separately at country, regional, or market levels, where significant.</p>	<p>Direct Economic Benefit</p> <hr/> <p>Waterfront Toronto does not have the power to borrow hence there are no payments to providers of capital.</p> <hr/> <p>Waterfront Toronto is exempt from income tax, hence does not have any payments to governments.</p> <hr/> <p>Direct Economic Benefit</p>

Indirect economic impacts

G4-EC7	Development and impact of infrastructure investments and services supported.	<p>Report the extent of development of significant infrastructure investments and services supported.</p> <hr/> <p>Report the current or expected impacts on communities and local economies. Report positive and negative impacts where relevant.</p> <hr/> <p>Report whether these investments and services are commercial, in-kind, or pro bono engagements.</p> <hr/> <p>CRESS COMMENTARY: Explanation of significant infrastructure investments made by the reporting organization, distinguishing between voluntary investment and mandatory investment, in relation to:</p> <ul style="list-style-type: none"> • Affordable and social housing • Preservation and restoration of historic assets • Publicly accessible open/recreation space • Community education and health facilities 	<p>Flood Protection to Unlock Development; Infrastructure; Healthy and Connected Neighbourhoods</p>
G4-EC8	Significant indirect economic impacts, including the extent of impacts.	<p>Report examples of the significant identified positive and negative indirect economic impacts the organization has.</p> <hr/> <p>Report the significance of the impacts in the context of external benchmarks and stakeholder priorities, such as national and international standards, protocols, and policy agendas.</p>	<p>Indirect Economic Benefit</p> <hr/> <p>No context for indirect economic impacts, beyond Waterfront Toronto's internal corporate objectives.</p>

Environmental			
Profile Disclosure	Description	Key Points of Coverage	Location in Report
Energy			
G4-EN7	Reductions in energy requirements of products and services.	<p>Report the reductions in the energy requirements of sold products and services during the reporting period, in joules or multiples.</p> <p>Report the basis for calculating reductions in energy consumption such as base year or baseline, and the rationale for choosing it.</p> <p>Report standards, methodologies, and assumptions used.</p> <p>CRESS COMMENTARY: Reductions should refer to the extent to which initiatives to construct, manage, and redevelop assets have been successful in improving energy efficiency during the reporting period.</p>	<p>Green Buildings and Energy Performance; MGBR Version 2.1 requires that new buildings achieve a 50% energy cost savings relative to MNECB (1997), helping to establish Waterfront Toronto as a national leader and catalyst for energy-efficient building design. In addition, a 65% reduction in peak heating demand and a 30% reduction in peak cooling demand are also required. This helps to reduce the peak demand imposed on the utilities and contributes to reduced infrastructure costs and related energy-demand charges.</p> <p>Waterfront Toronto does not construct, manage, or redevelop assets. Waterfront Toronto sells land to developer partners who comply with energy requirements imposed by Waterfront Toronto.</p>
Biodiversity			
G4-EN13	Habitats protected or restored.	<p>Report the size and location of all habitat-protected areas or restored areas, and whether the success of the restoration measure was or is approved by independent external professionals.</p> <p>Report whether partnerships exist with third parties to protect or restore habitat distinct from where the organization has overseen and implemented restoration or protection measures.</p> <p>Report on the status of each area based on its condition at the close of the reporting period.</p> <p>Report standards, methodologies, and assumptions used.</p> <p>CRESS COMMENTARY: Including habitats that are not owned or controlled by the reporting organization.</p> <p>CRESS COMMENTARY: Including the enhancement and creation of diverse and biodiversity-sensitive habitats.</p>	Waterfront Habitat

Emissions, Effluents and Waste			
G4-EN15 G4-EN16	Direct GHG emissions (Scope 1) Energy indirect GHG emissions (Scope 2)	Report gross direct (Scope 1) and indirect-energy (Scope 2) GHG emissions in metric tons of CO ₂ equivalent, independent of any GHG trades, such as purchases, sales, or transfers of offsets or allowances. Report gases included in the calculation (whether CO ₂ , CH ₄ , N ₂ O, HFCs, PFCs, SF ₆ , NF ₃ , or all). Report biogenic CO ₂ emissions in metric tons of CO ₂ equivalent separately from the gross direct (Scope 1) GHG emissions. Report the chosen base year, the rationale for choosing the base year, emissions in the base year, and the context for any significant changes in emissions that triggered recalculations of base year emissions. Report standards, methodologies, and assumptions used. Report the source of the emission factors used and the global warming potential (GWP) rates used or a reference to the GWP source.	Our In-House Sustainability Practices Our inventory covers emissions of CO ₂ , CH ₄ , and N ₂ O for the 2016 and 2017 reporting years. Not applicable. Not applicable. This is the first report of corporate GHG emissions. Our inventory was developed using methodologies that are consistent with the Greenhouse Gas Protocol – Corporate Standard and ISO 14064-1. Scope 1 emissions consist of natural gas combustion-related emissions and are calculated using Canadian government agency emission factors. Scope 2 emissions are calculated using the location-based approach and Ontario's 2016 grid electricity emission factor from Canada's 2018 National Inventory Report submitted to the United Nations Framework Convention on Climate Change (UNFCCC). (Environment Canada National Inventory Report 1990-2016, Part 3, Annex 13, written in 2018.) Emissions of each GHG are represented in units of kgCO ₂ equivalents using Global Warming Potential factors from the Intergovernmental Panel on Climate Change's 4th Assessment Report.
		Report the chosen consolidation approach for emissions (equity share, financial control, operational control).	We use an operational control approach to establishing our inventory boundaries.
Land Degradation, Contamination, and Remediation			
CRE5	Land Remediated and in need of remediation for the existing or intended land use, according to applicable legal designation.	Report in square metres or hectares for the current reporting year: Total area of land decontaminated and remediated to intended use; total area of land assessed for remediation but not yet remediated; total area of land that is potentially contaminated but level of contamination is not known or assessed.	Healthy Soil and Trees
		Reporting organization should disclose if land has become contaminated as a consequence of their own actions or the actions of a third party.	All contamination resulted from previous industrial use by a third party.
Compliance			
G4-EN29	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	Report significant fines and non-monetary sanctions in terms of total monetary value of significant fines; total number of non-monetary sanctions; cases brought through dispute-resolution mechanisms. Where organizations have not identified any non-compliance with laws or regulations, a brief statement of this fact is sufficient.	Waterfront Toronto is proud of our record of meeting all applicable laws and regulations with zero non-compliance orders. Waterfront Toronto's Environmental Management Plan identifies applicable laws and regulations that all projects must adhere to in order to prevent pollution, environmental impairment, and to preserve natural resources.

Transport			
G4-EN30	Significant environmental impacts of transporting products and other goods and materials for the organization's operations, and transporting members of the workforce.	<p>Report the significant environmental impacts of transporting products and other goods and materials for the organization's operations, and transporting members of the workforce. Where quantitative data is not provided, report the reason.</p> <p>Report how the environmental impacts of transporting products, members of the organization's workforce, and other goods and materials are mitigated.</p> <p>Report the criteria and methodology used to determine which environmental impacts are significant.</p>	<p>Our In-House Sustainability Practices; Climate-Positive Development</p> <p>Fostering low-impact transportation is an important goal of Waterfront Toronto. We recognize that fossil-fuel-based transportation can be a significant source of GHG emissions and localized criteria air contaminants including nitrogen oxides, sulfur oxides, and particulate matter. We address this by prioritizing alternative low- or zero-emission transportation alternatives in the redesign of Toronto's waterfront communities, in our construction projects, and for our employees. We use our Carbon Tool to estimate the impact of our design choice of transportation-related GHG impacts during construction and the use-phase of our communities.</p>
Social: Labour Practices and Decent Work			
Profile Disclosure	Description	Key Points of Coverage	Location in Report
Occupational Health and Safety			
G4-LA5	Percentage of total workforce represented in formal joint management-worker health and safety committees that helps monitor and advise on occupational health and safety programs.	<p>Report the level at which each formal joint management-worker health and safety committee typically operates within the organization.</p> <p>Report the percentage of the total workforce represented in formal joint management-worker health and safety committees.</p>	Waterfront Toronto has a formal Joint Management-Worker Health and Safety Committee consisting of eight members (four representing management and four representing workers). Together this committee represents the entire Waterfront Toronto workforce. Waterfront Toronto has a record of zero fatalities or injuries through the end of 2017.
Training and Education			
G4-LA11	Percentage of employees receiving regular performance and career development reviews by gender and by employee category.	Report the percentage of total employees by gender and by employee category who received a regular performance and career development review during the reporting period.	All Waterfront Toronto employees receive regular performance and career development reviews through a process called Planning for Success (PFS). PFS is a continuous process that encourages an open dialogue between an employee and their reporting manager on work expectations and priorities.

Social: Society			
Profile Disclosure	Description	Key Points of Coverage	Location in Report
Local Communities			
G4-S01	Percentage of operations with implemented local community engagement, impact assessments, and development programs.	<p>Report the percentage of operations with implemented local community engagement, impact assessments, and development programs, including the use of:</p> <ul style="list-style-type: none"> • Social impact assessments, including gender impact assessments, based on participatory processes • Environmental impact assessments and ongoing monitoring • Public disclosure of results of environmental and social impact assessments • Local community development programs based on local communities' needs • Stakeholder engagement plans based on stakeholder mapping • Broad-based local community consultation committees and processes that include vulnerable groups • Works councils, occupational health and safety committees, and other employee-representation bodies to deal with impacts • Formal local community grievance processes 	<p>Engagement and Inclusion</p> <p>All of Waterfront Toronto's five precincts and major projects include consultation with our stakeholders.</p> <p>Selected projects have undergone an Environmental Assessment process, including the Queen's Quay Revitalization Environmental Assessment. This assessment included three public meetings and one drop-in centre with between 250 and 500 participants attending each. Stakeholder meetings were conducted at key milestones and more than 50 focused landowner meetings were held as specific site issues arose.</p> <p>Waterfront Toronto has an independent Accountability Officer to receive and investigate complaints of wrongdoing as defined in the Corporation's Wrongdoing Policy. All complaints are treated confidentially to the fullest extent possible.</p>
Social: Product Responsibility			
Profile Disclosure	Description	Key Points of Coverage	Location in Report
Product and Service Labelling			
CRE8	Type and number of sustainability certification, rating and labeling schemes for new construction, management, occupation and redevelopment.	<p>Report the type and number of mandatory and voluntary sustainability certification, rating, or labeling schemes in at least one of the following ways: Total number of assets that have achieved a certification, rating, or labeling within a portfolio (buildings and construction projects), and level of certification attained; or Percentage of assets certifications, ratings, or labels achieved within a portfolio.</p> <p>Report building operational performance improvements that result from the introduction of the certification, rating, or labeling schemes compared to the design specification using any of the criteria of the certification, rating, or labeling schemes.</p>	Development; Green Buildings and Energy Performance
G4-PR5	Results of surveys measuring customer satisfaction.	<p>Report the results or key conclusions of customer satisfaction surveys (based on statistically relevant sample sizes) conducted in the reporting period relating to information about: the organization as a whole; a major product or service category; significant locations of operation.</p> <p>CRESS COMMENTARY: The reporting organization's customers.</p> <p>CRESS COMMENTARY: Report the results or key conclusions of customer satisfaction surveys conducted in the reporting period relating to information about customer satisfaction trends over time. Include conclusions from legacy studies and surveys, specifically client and end user's long-term satisfaction with construction or real estate projects.</p>	Engagement and Inclusion

Join us online



Waterfront Toronto / waterfronttoronto.ca

20 Bay Street, Suite 1310, Toronto, ON M5J 2N8
T. 416.214.1344 / info@waterfronttoronto.ca



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