

Waterfront Toronto Town Hall 2017

George Brown College Waterfront Campus

Tuesday June 6, 2017



WATERFRONToronto

Tonight's agenda

The Past Decade – and More

- Our mandate – now and then
- Our results so far
- The evolving context and strategy

The Next Phase of Waterfront Revitalization

- How we're responding to that evolving context
- Priority projects and initiatives
- Active construction projects for 2017-18

Your Questions

Who am I?

Will Fleissig
President & Chief Executive Officer
Waterfront Toronto

- Where I come from
- What I've done
- Why Waterfront Toronto?
- What are the possibilities?



The Past Decade – and More

The Why: Context for Waterfront Toronto

- Our mandate, past results and strategy
- Changing context and circumstance that shape our work
- Building our new Strategic Vision

The What: Focusing on Outcomes

- Strategy and Goals are evolving
- Priority projects and initiatives
- Organizational restructuring to deliver on our goals

The How: Oversight and Staff

- Almost complete turnover of Board of Directors
- New team members
- Internal change management

The Past Decade – and More

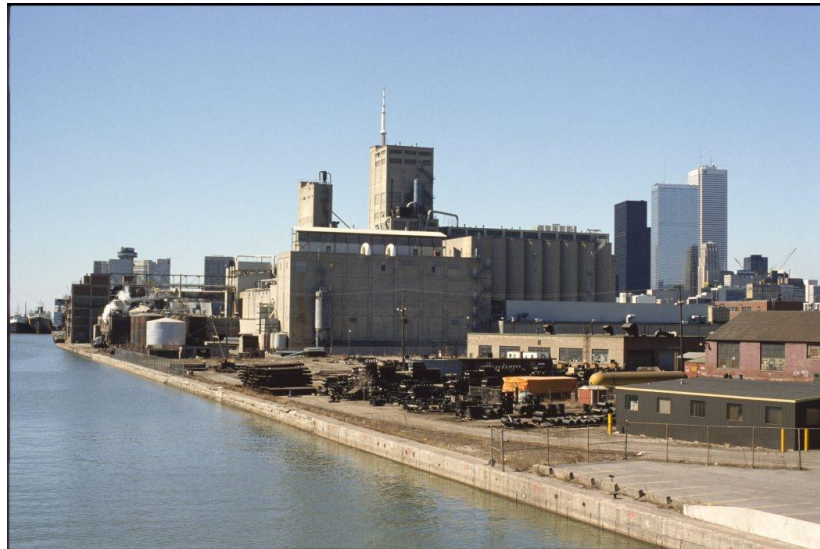
Why create Waterfront Toronto?

- **Transformative waterfront revitalization as economic engine for a globally competitive Canada, mandated to:**
- **Achieve Key Public Policy Goals:**
 - Reduce Urban Sprawl
 - Build Sustainable Communities
 - Increase Supply of Affordable Housing
 - Build Parks & Public Spaces
 - Expand Public Transit
 - Economic Competitiveness
- **Demonstrate excellence and innovation in:**
 - Urban Design
 - Real Estate Development
 - Technology Infrastructure
 - Public Engagement
- **Plan and build communities to attract private sector investment and participation; land sale revenue funds future projects**

Mandate for change

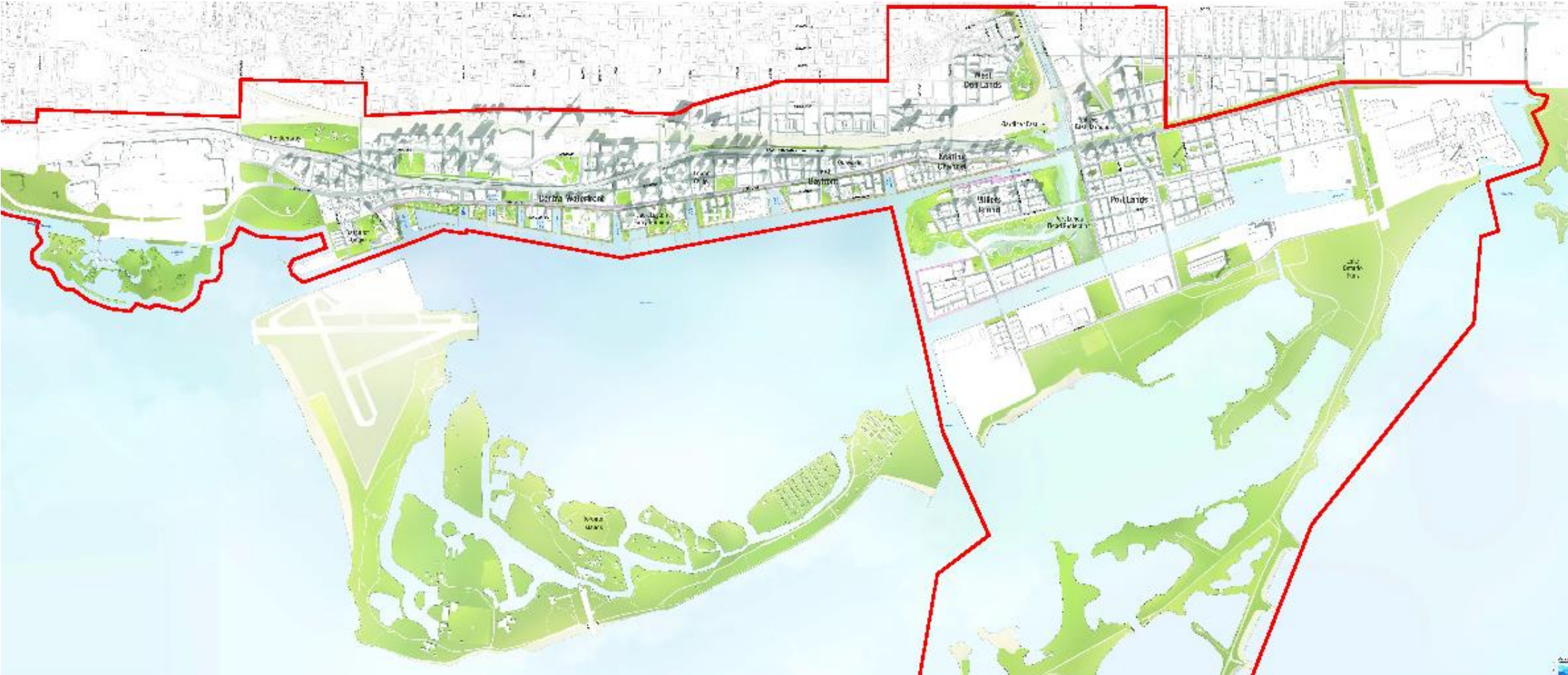


City of Toronto Archives, Series 1465, File 41, Item 5



City of Toronto Archives, Series 1465, File 54, Item 42

The Designated Waterfront Area



— Designated Waterfront Area Boundary

A track record of results

- An emerging part of Toronto's brand,
- Destinations that are attracting residents, visitors, investment, innovation and talent



36.4 hectares of parks and public spaces











13.1 kilometres of new water's edge access created



Encouraging mobility and active transportation





28 kilometres of critical municipal infrastructure



Privately-funded, fibre-optic gigabit network across the waterfront



Infrastructure that protects

210 hectares of downtown Toronto flood-protected



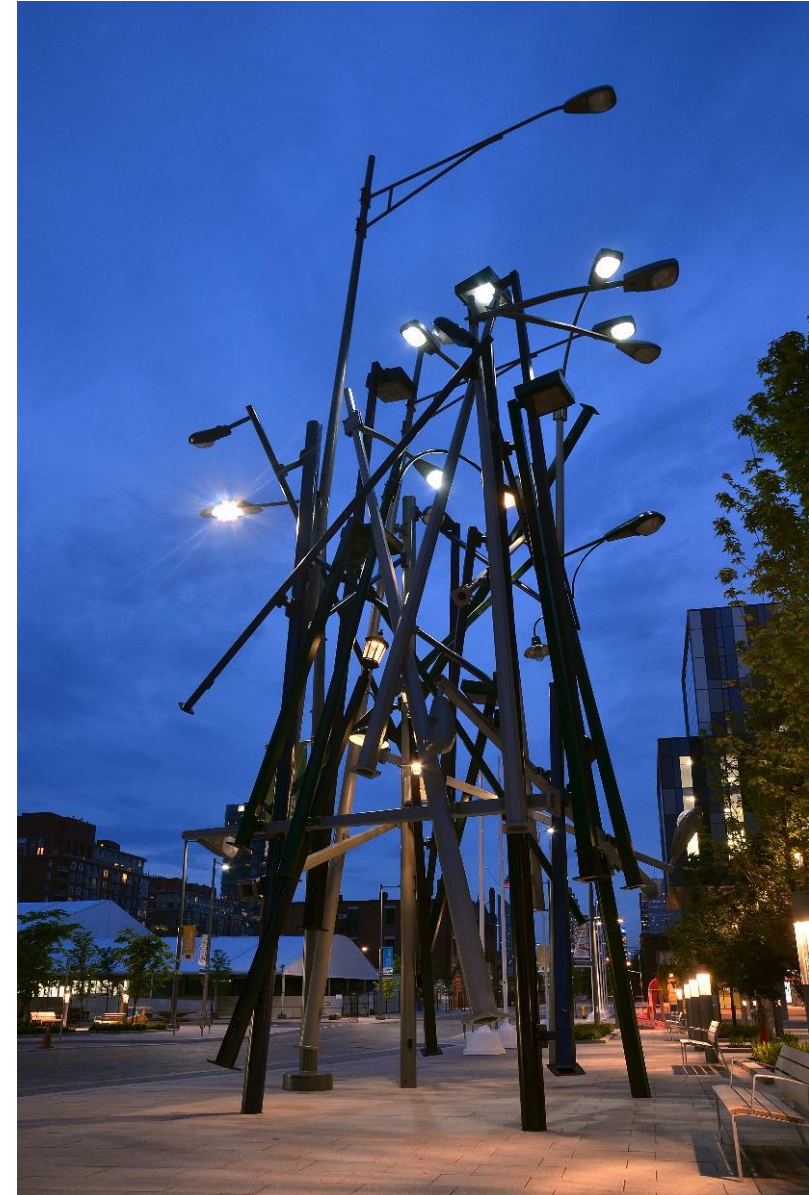
Our waterfront is sustainable...

- Integrated stormwater management and soft-systems reducing run-off into Lake Ontario
- 108,920 square metres of aquatic habitat created
- Doubling of fish species found in Toronto Harbour



... and beautiful

- Ten public art installations completed
- Canada's first neighbourhood public art plan
- 85+ design awards



Places to live and work

- 2.5 million square feet of development (completed or planned)
- Over 1,400 built market residential units, additional 1,200 under construction
- 500 affordable housing units, 80 under construction















GEORGE BROWN
UNIVERSITY

CHERRY ST YMCA



GEORGE BROWN
COLLEGE

BUILDING
DESIGNED
FOR YOU

WILSON

NO
EXIT

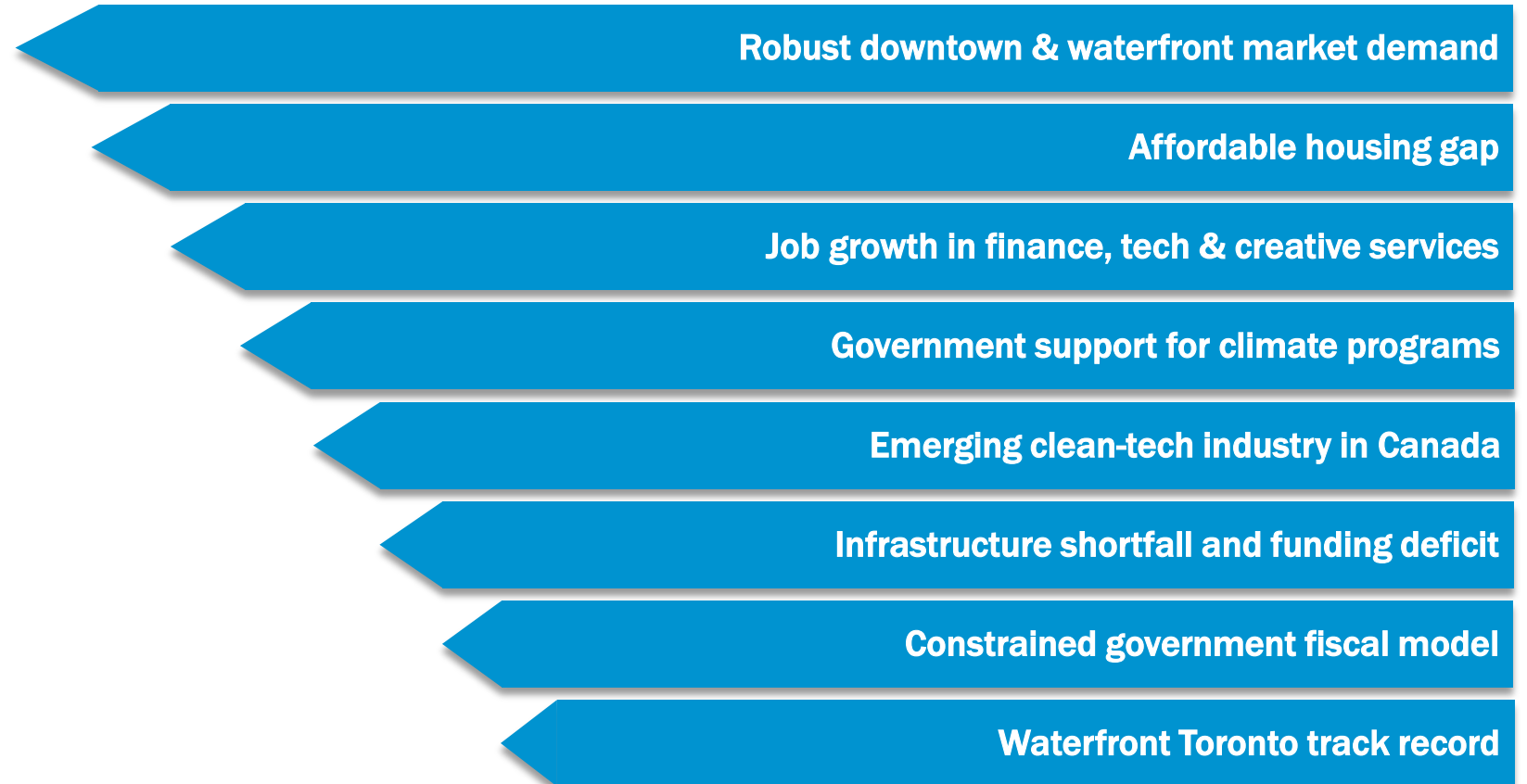
A return on your investment

- Approximately \$3.9 billion in economic output to the Canadian economy, over \$600 million in revenues to government
- Spurring \$10 billion+ of total market development value on and around the waterfront
- \$1.6 billion+ of tax revenues to the three governments



The Why: Waterfront Toronto: Our evolving context, mandate and strategy





Downtown growth



Robust downtown & waterfront market demand

Affordable housing gap

Job growth in finance, tech & creative services

Government support for climate programs

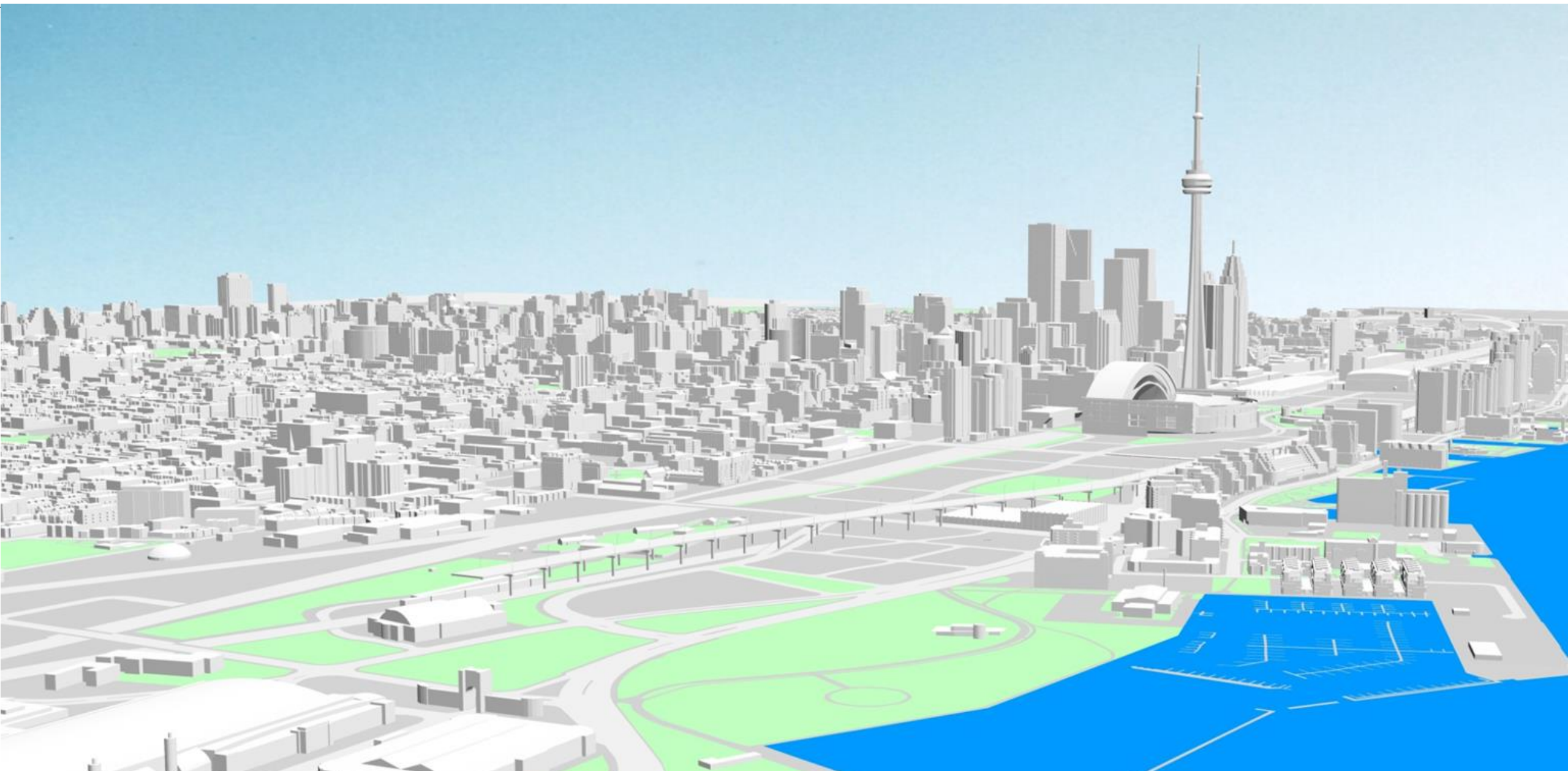
Emerging clean-tech industry in Canada

Infrastructure shortfall and funding deficit

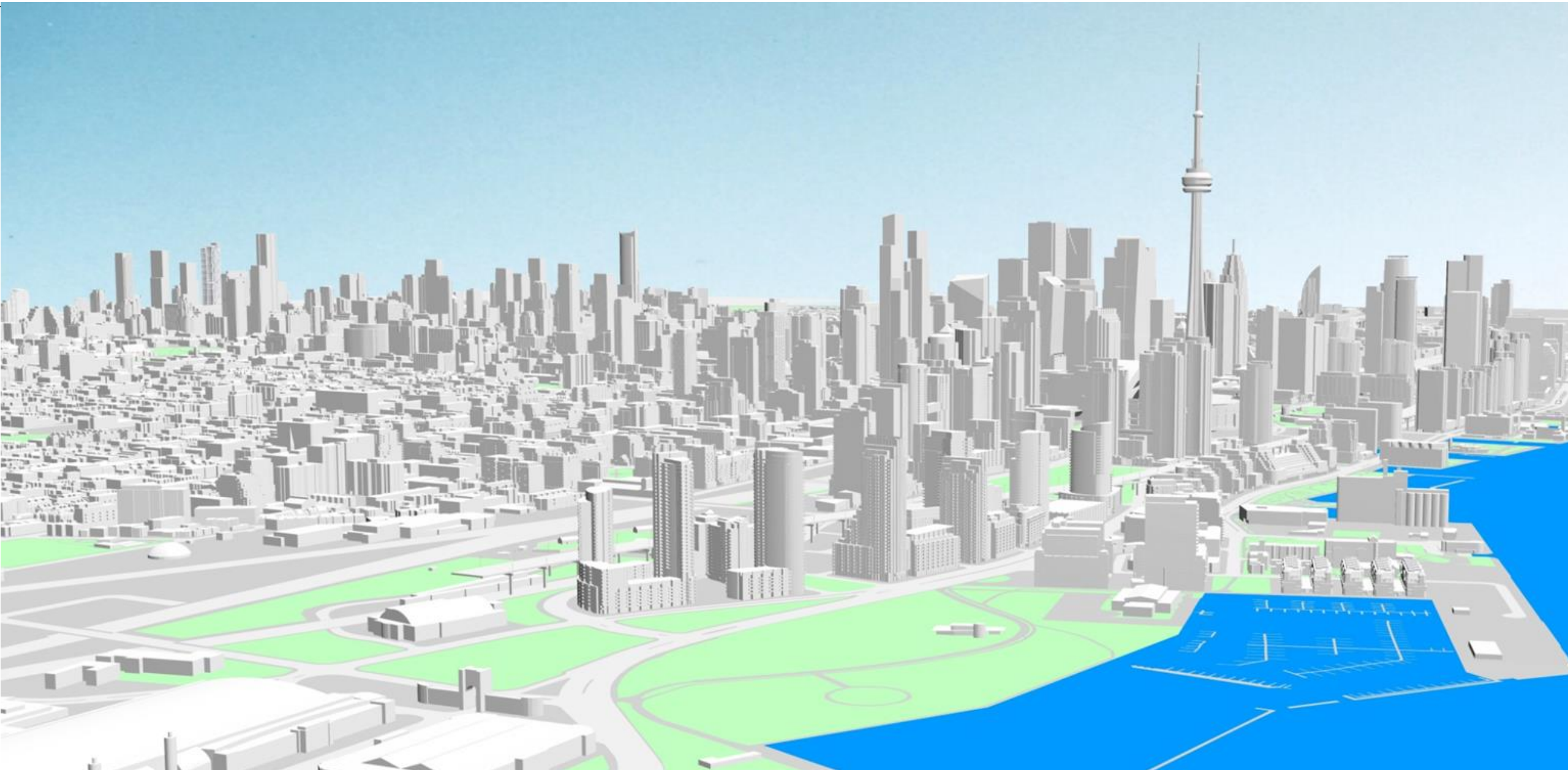
Constrained government fiscal model

Waterfront Toronto track record

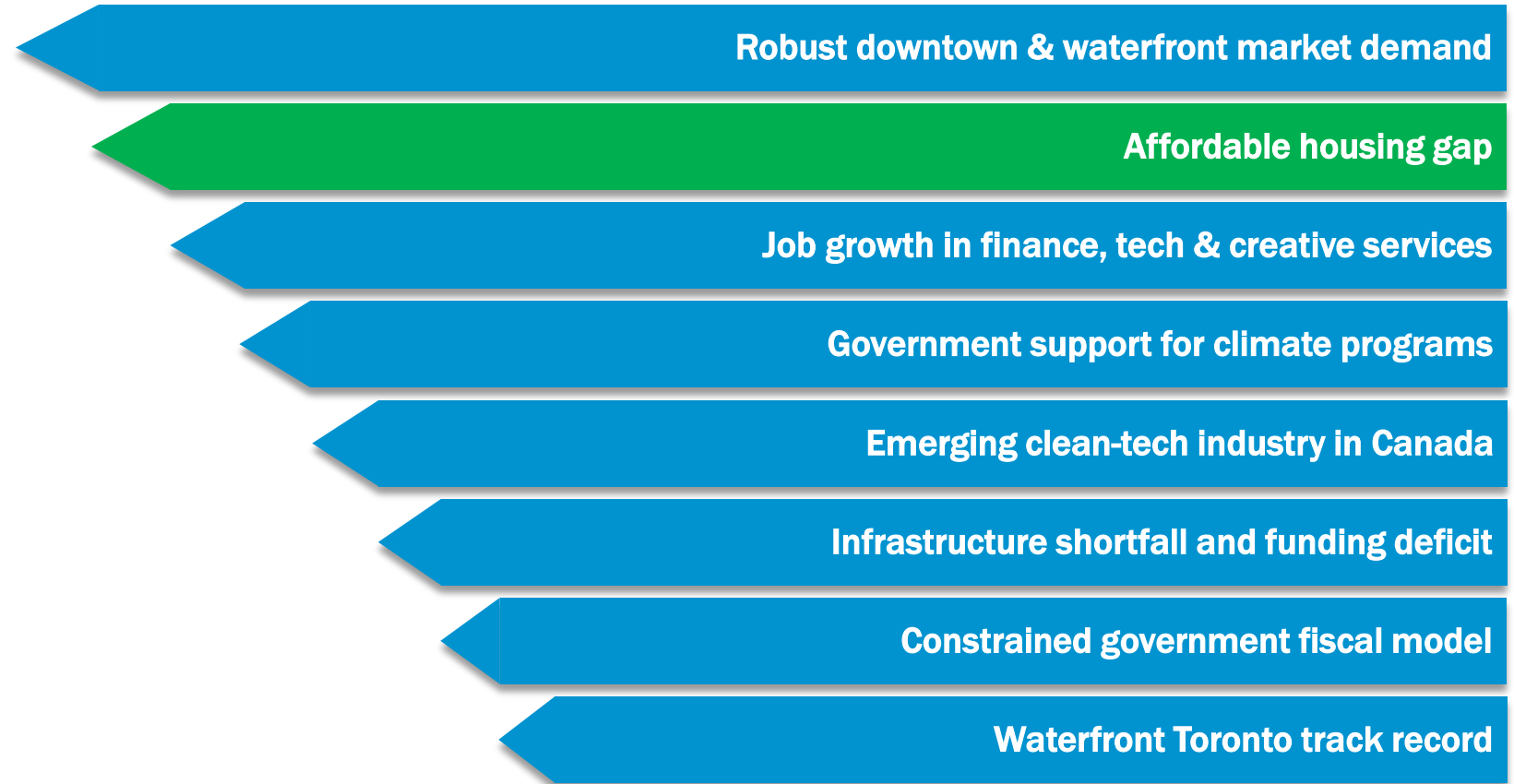
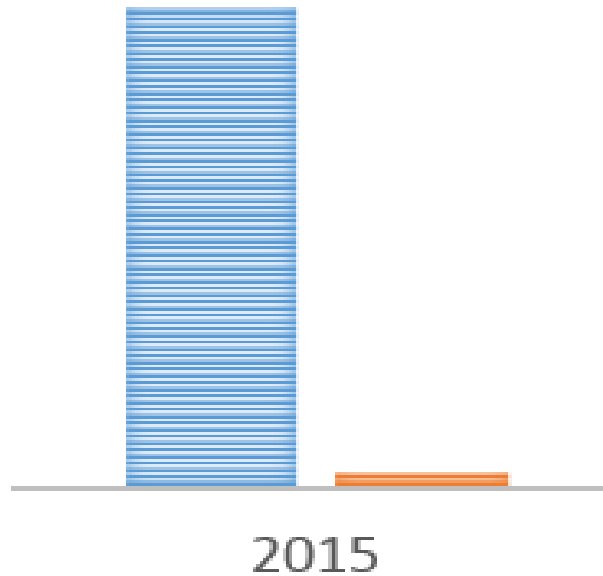
10 years of waterfront growth: 2005



10 years of waterfront growth: 2015

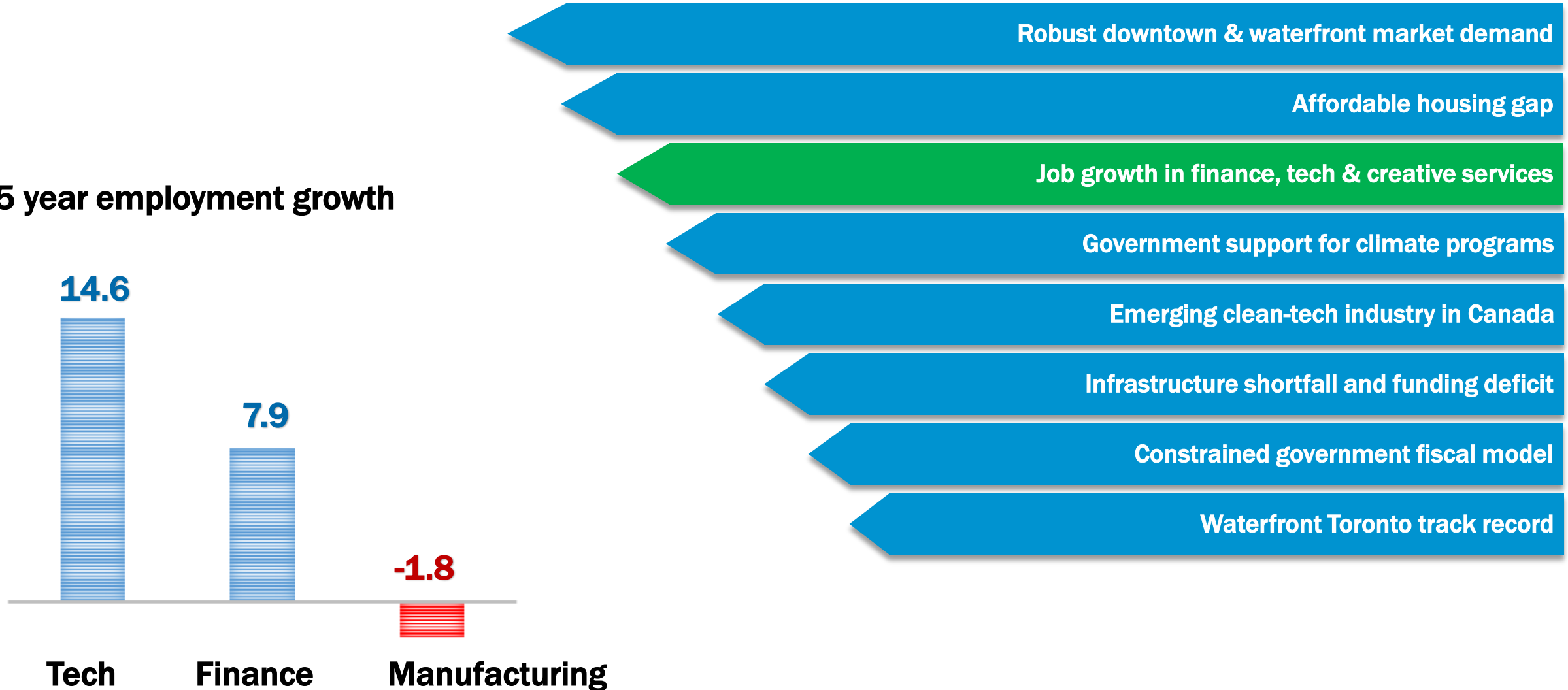


The 2015 Gap:
93,404
affordable housing units
required

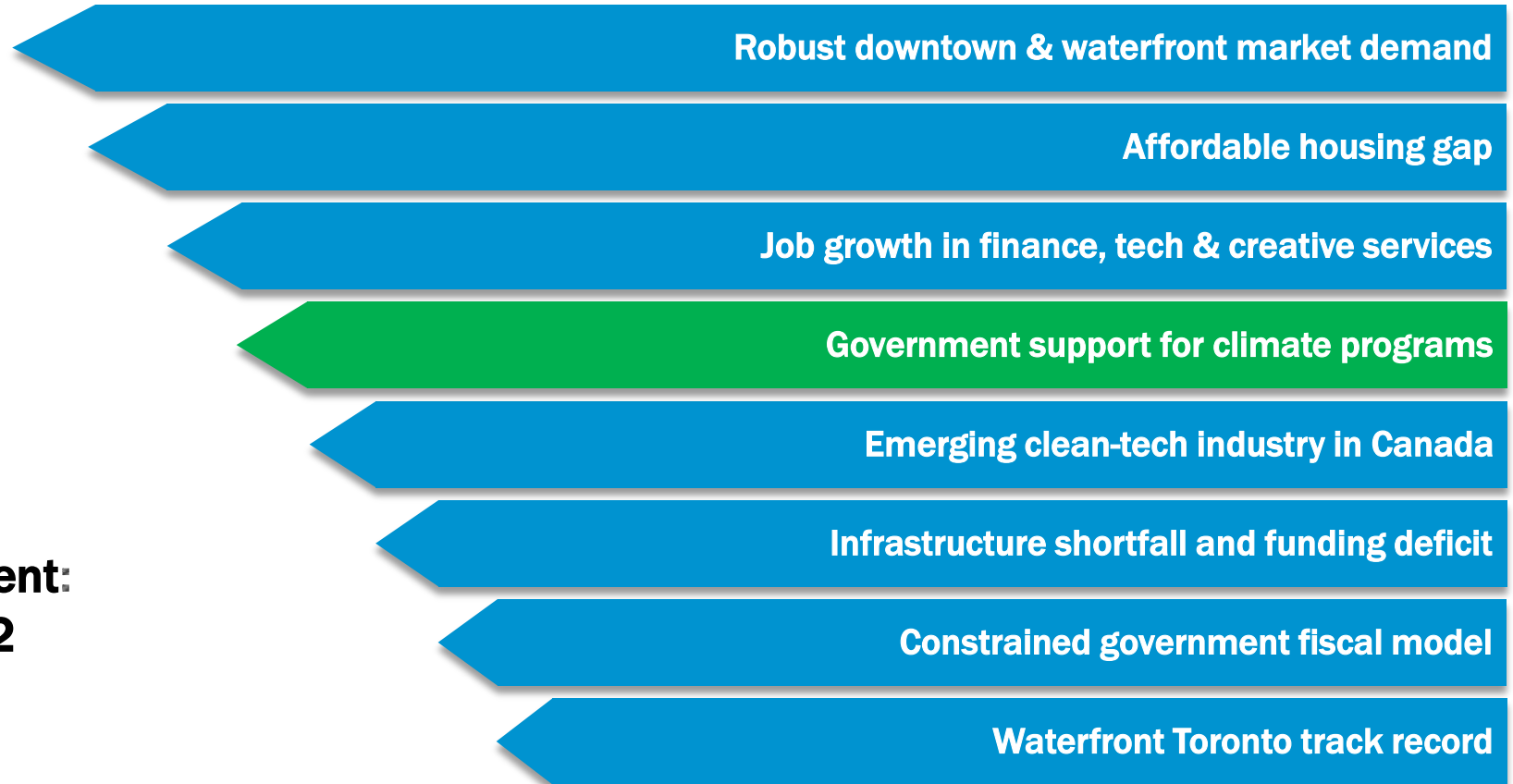


Job growth

5 year employment growth



Climate change & mitigation



Canada's COP21 Paris Agreement:
\$50 / tonne carbon tax by 2022
30% GHG reduction by 2030

Ontario's Cap & Trade program:
applies to facilities emitting over
25,000 tonnes / year

New economic sectors

Robust downtown & waterfront market demand

Affordable housing gap

Job growth in finance, tech & creative services

Government support for climate programs

Emerging clean-tech industry in Canada

Infrastructure shortfall and funding deficit

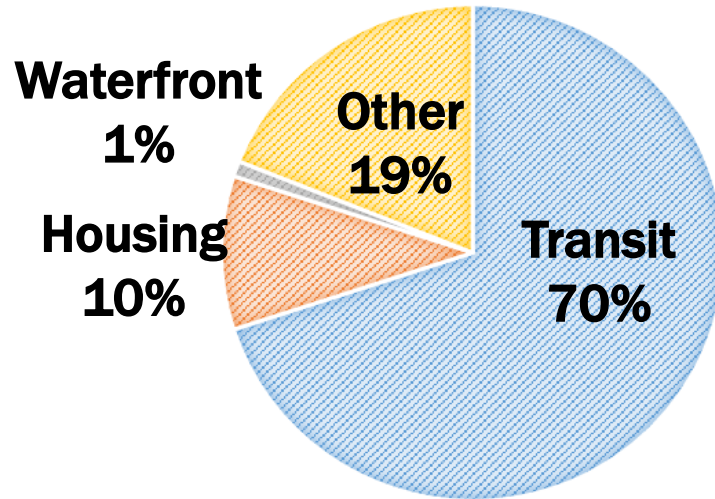
Constrained government fiscal model

Waterfront Toronto track record

775 clean-tech companies
80% at initial scale up or later
BUT
3% revenue decline ('12 - '14)

Demand for infrastructure

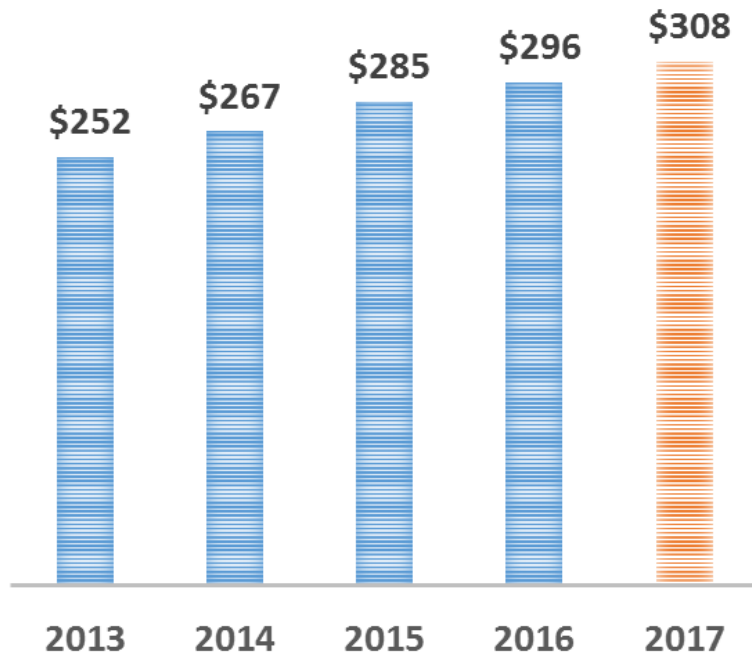
\$29 billion in unfunded municipal capital projects



- Robust downtown & waterfront market demand
- Affordable housing gap
- Job growth in finance, tech & creative services
- Government support for climate programs
- Emerging clean-tech industry in Canada
- Infrastructure shortfall and funding deficit
- Constrained government fiscal model
- Waterfront Toronto track record

Public spending

\$300+ billion in provincial debt



- Robust downtown & waterfront market demand
- Affordable housing gap
- Job growth in finance, tech & creative services
- Government support for climate programs
- Emerging clean-tech industry in Canada
- Infrastructure shortfall and funding deficit
- Constrained government fiscal model
- Waterfront Toronto track record

Waterfront Toronto: The model works



90 acres of parks and public spaces

500+ affordable housing units

100,000+ m² of new aquatic habitat

28 km of critical infrastructure

**2.5 million sq ft of development
(completed or planned)**

85 awards and nominations

Robust downtown & waterfront market demand

Affordable housing gap

Job growth in finance, tech & creative services

Government support for climate programs

Emerging clean-tech industry in Canada

Infrastructure shortfall and funding deficit

Constrained government fiscal model

Waterfront Toronto track record

Building the strategic vision

Seeing what is POSSIBLE

GIVE US ENTREPRENEURIAL MINDSET

Waterfront TORONTO

PROMISE
TO BE HONEST, UNDERSTAND & LISTEN

REQUEST
BE MORE OPEN ABOUT PERSPECTIVES & SHARE IDEAS... *don't hold back*
LEARNING
WHAT ARE YOU LEARNING ABOUT NOW?
NAVIGATING THE SYSTEM

WILL... I HOPE

ALIGNMENT FROM OUR GOVERNMENT

WE FIND OUR WAY TO THE ASPIRATION... WE ARE THE NEXT BIG IDEA

GET CLARITY ON OUR MANDATE

WE NEED THE BIG IDEA & BRING THEM TO LIGHT

PUSH THE ENVELOPE? PUSH IDEAS

YOU DON'T BURN US OUT

YOU CAN BE MORE OPTIMISTIC IN THE FACE OF CHALLENGES

WHAT IS VALUABLE ABOUT YOU?
• I GET STUFF DONE
• I CAN LISTEN!
• THE SUM IS BIGGER THAN 1
• HELPING PEOPLE BE BETTER
• SEEING THE BIG PICTURE

Practical BELIEVING

Wants to CONNECT

THINKER DESCRIBE **Wendy** Extremely warm & kind

Brilliant

WHAT HAD YOU SAY!
YES
engage transform
BOB F. ACTIVATION

5-KEY GOALS
• eliminate
• make stress safe and clean
EARTHQUAKE

WILL'S RULE LISTENING

NEEDS TO STAY IN THE LOOP

Will UNplugged

EUROPE FAMILY...tight knit

WHAT COMES FROM WHERE YOU COME FROM

GROWING UP IN "2" WORDS

...dreams Starting on your own working hard

WORLDS FAIR NYC

PARENTING
WHAT DID IT TEACH

JUST SHOW UP & BE THERE...?

5 MONTHS
WHAT IS IT GOING?

ACT
READY TO DO MORE

NO ACKNOWLEDGEMENT
...IT'S SO IMPORTANT

THROUGH CONVERSATIONS

BE PRESENT

HOW DO YOU
KNOW PEOPLE ARE DOING A JOB

YOU HAVE TO KEEP PADDINGS
BE OPEN & WORK TOGETHER HOW ABOUT...

Challenges and opportunities

Prosperity +



Neighbourhoods +



Engagement +



Sustainability +



Destinations +



Prosperity+

Leveraging innovation and partnerships to deliver economic growth and new jobs



Sustainability+

Cutting-edge solutions to:

- Reduce carbon emissions
- Promote a high quality of life
- Nurture healthy people



Neighbourhoods+

Advancing complete communities that address the need for:

- Housing
- Mobility
- Accessibility
- Connectivity
- Inclusivity



Destinations+

Creating enduring value through well-designed and vibrant:

- Cultural
- Recreational
- Civic
- Public spaces

...for residents and visitors



Engagement+

- Cultivating a high-performance and caring organization
- Promoting deep stakeholder trust, broad community outreach and consequential citizen feedback
- Using robust data analysis and superior interactive web tools

The Next Phase of Waterfront Revitalization

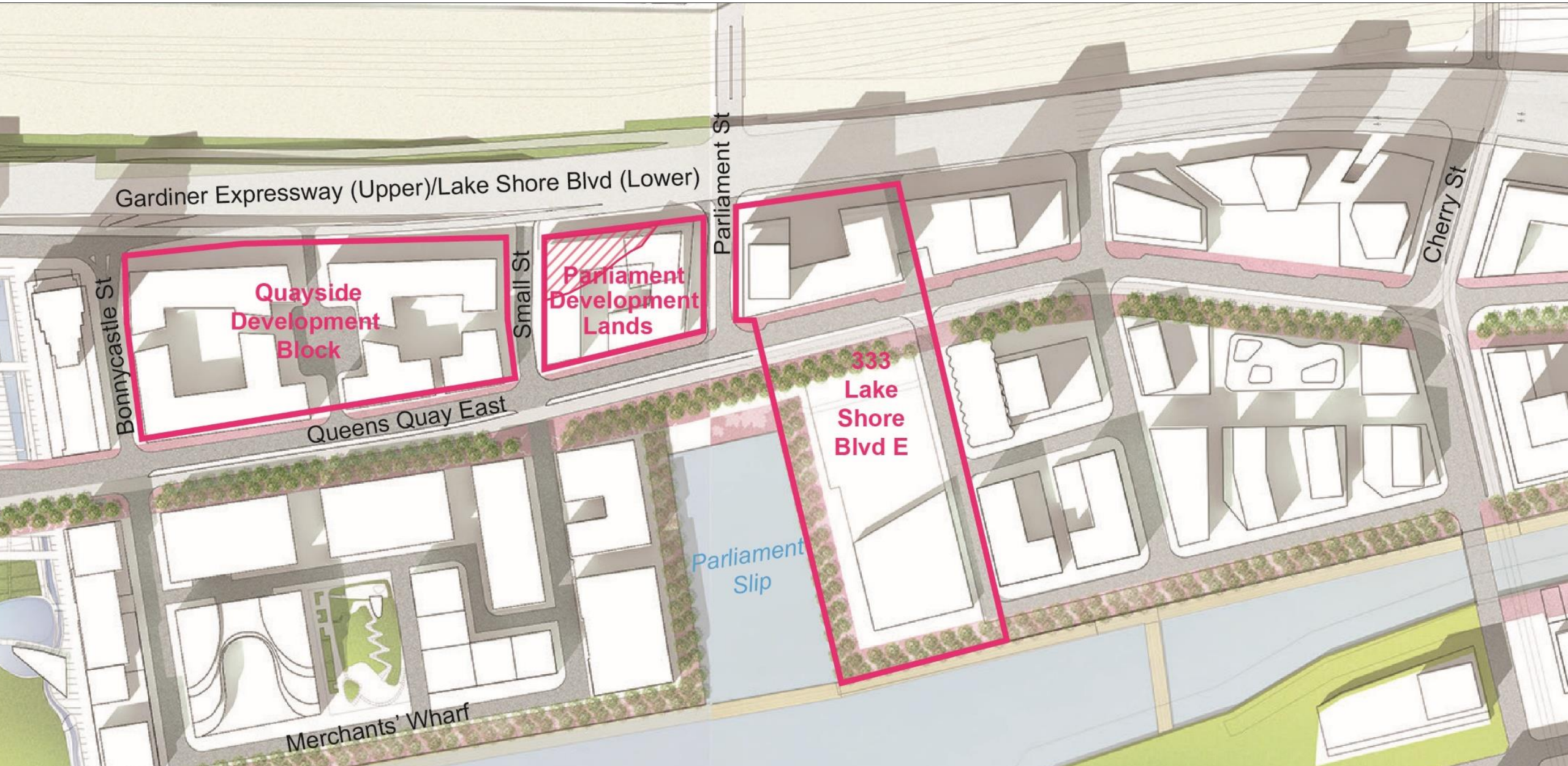
The Model 21st Century City is Underway



Quayside will be a testbed for innovative solutions to our shared urban challenges.



Quayside



Gardiner Expressway (Upper)/Lake Shore Blvd (Lower)

Parliament St

Cherry St

Bonnycastle St

Quayside Development Block

Small St

Parliament Development Lands

Queens Quay East

333 Lake Shore Blvd E

Parliament Slip

Merchants' Wharf

Project Objectives



Scaling Up: Leveraging Success

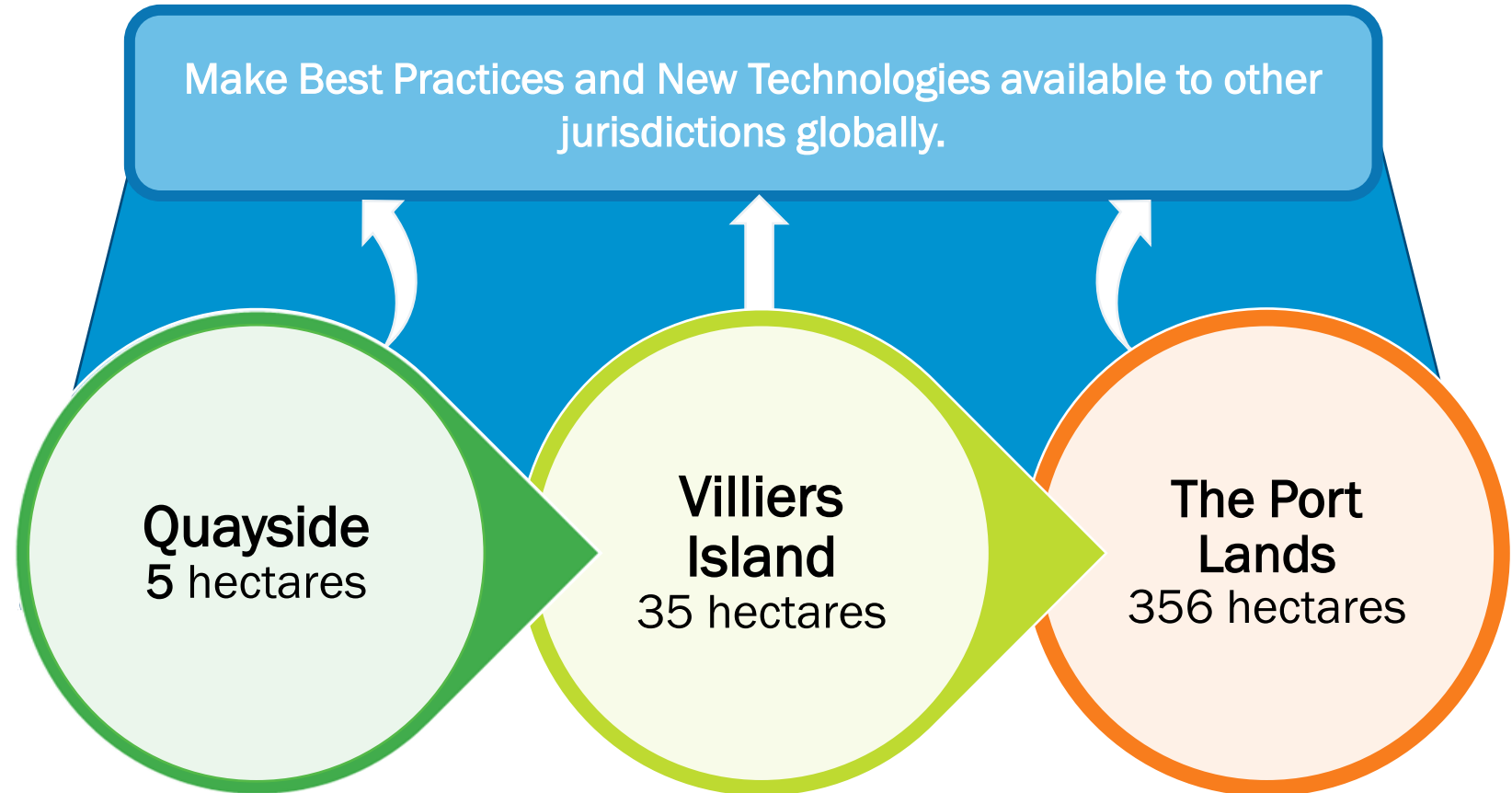
New Inclusive Housing Models

Transit+Connections

Funding Partnerships

Building Technologies

Climate Protocols



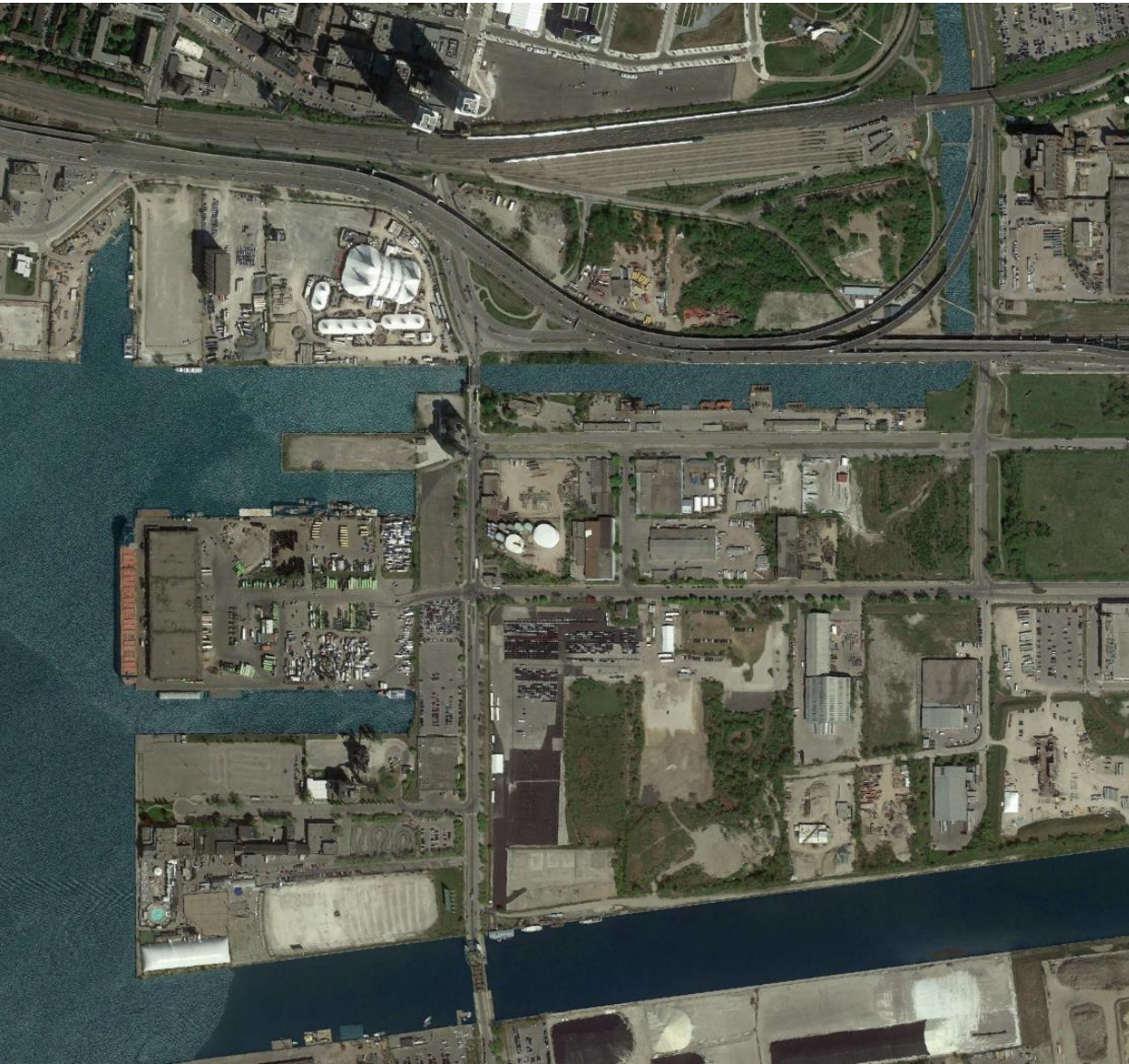
Port Lands Flood Protection and Enabling Infrastructure



The Port Lands



The Port Lands Today



Port Lands Flood Protection



- More than a decade of work
- Design of the Port Lands has evolved thanks to:
 - Central Waterfront Design Competition
 - Two Environmental Assessments
 - Business Plans
 - Precinct Plans
 - Implementation Plans

Due Diligence Key Findings

Cost Estimate: \$1.25 billion

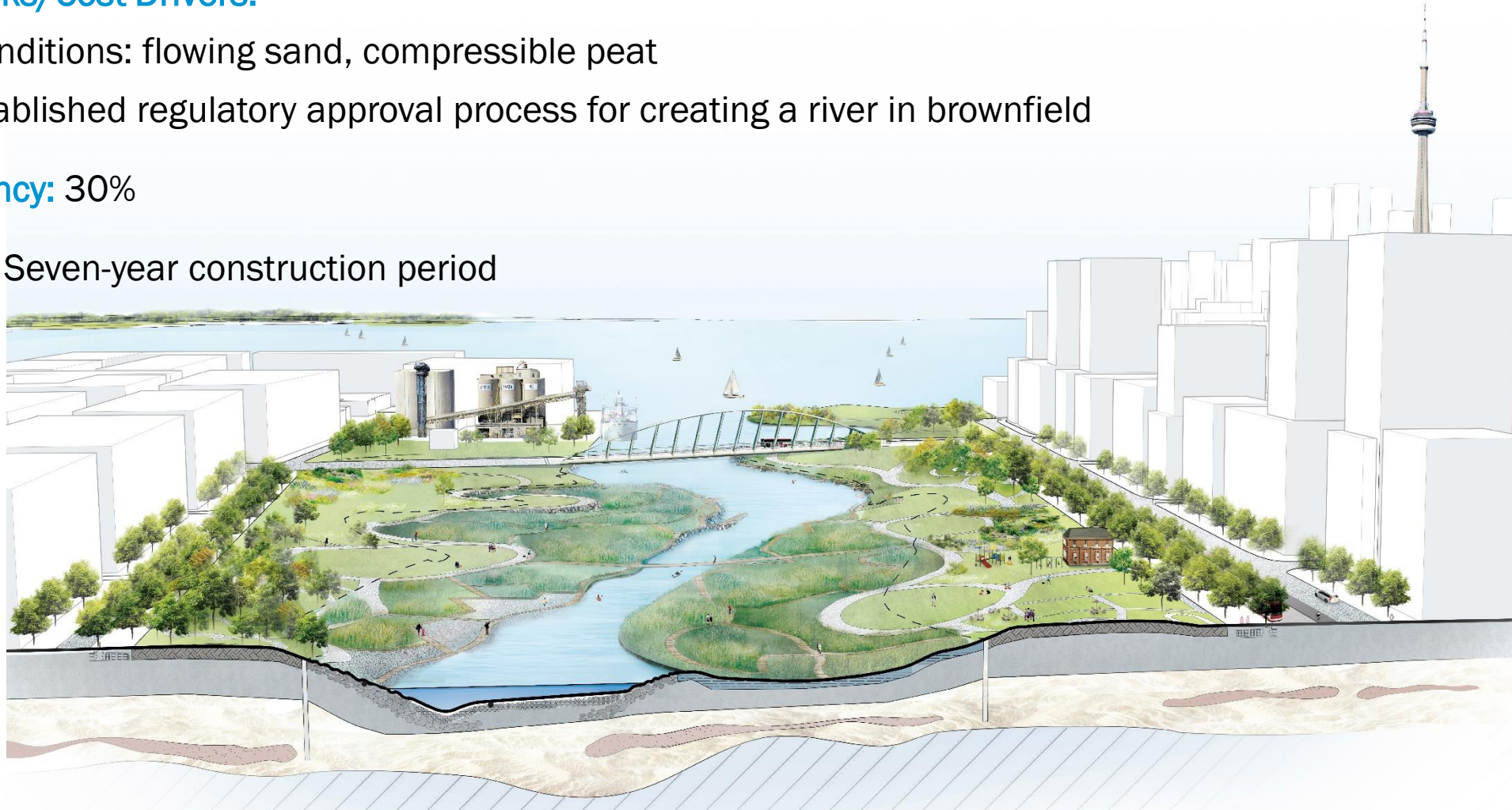
Probability of completion within \$1.25 billion: 90%

Major Risks/Cost Drivers:

- Site conditions: flowing sand, compressible peat
- No established regulatory approval process for creating a river in brownfield

Contingency: 30%

Timeline: Seven-year construction period



Due Diligence Key Findings: Peer Review

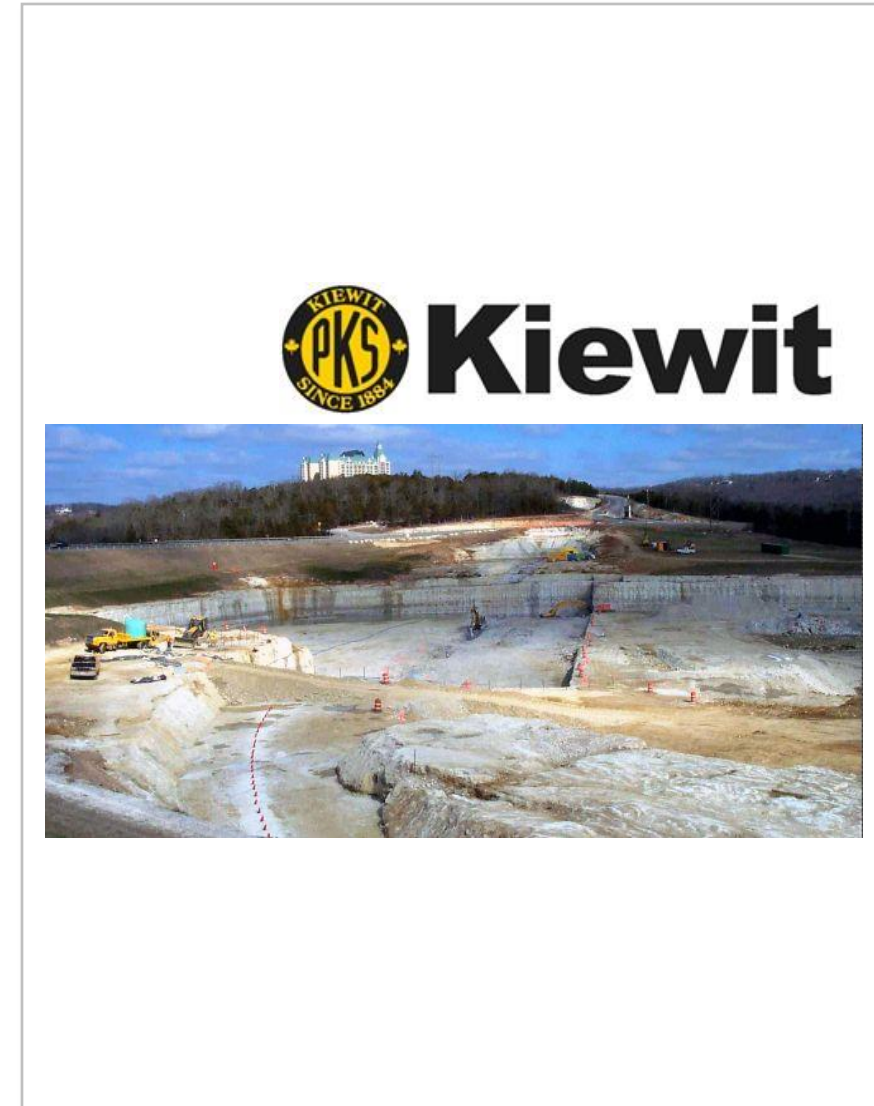
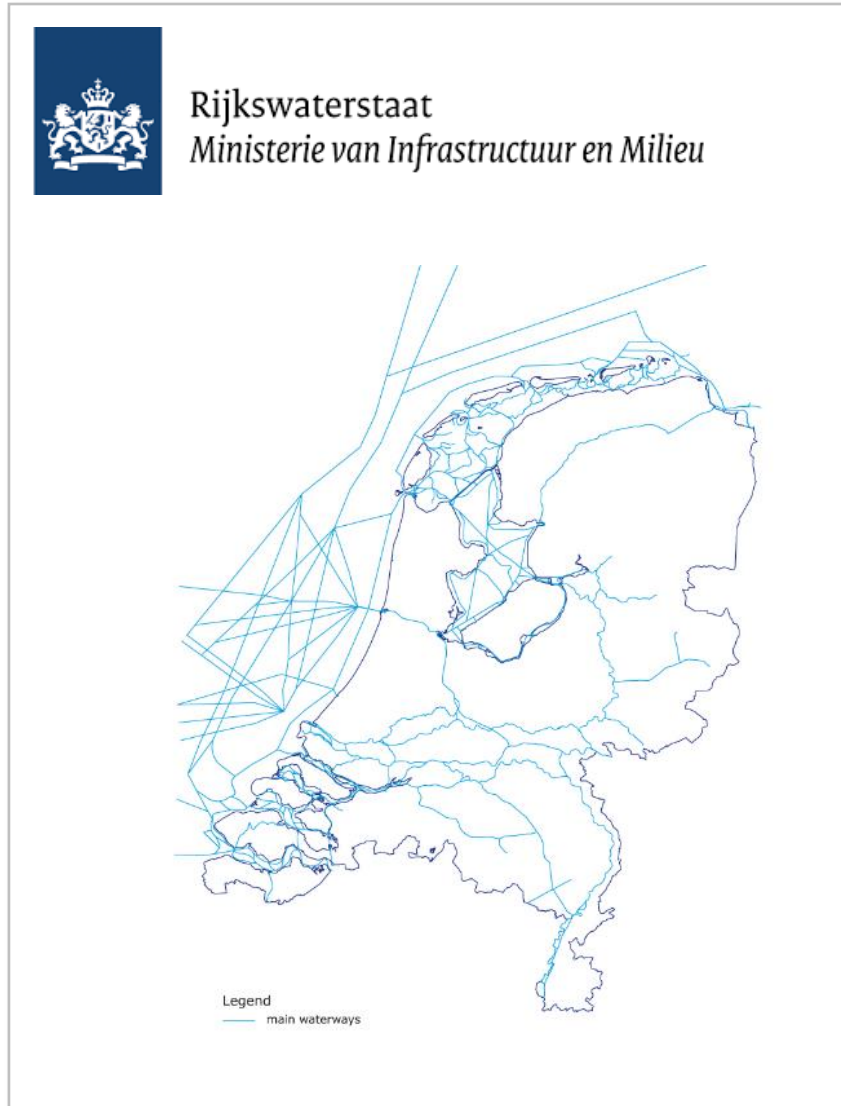
- Unprecedented project
- Important to peer-review
- Independent review by qualified organizations
- Examine report's adequacy and accuracy

Port Lands Flood Protection and Enabling Infrastructure Due Diligence Report

Toronto, Ontario

October 20, 2016

Public and Private Sector Peer Reviewers



Due Diligence Findings: The Project Benefits



\$5.1 billion in added value to the Canadian economy



\$1.9 billion in government revenue



51,900 full time years of employment



80,000 jobs in the Port Lands and Unilever Site



45,000 people estimated to live in the Port Lands with 20% of units affordable rental



11 hectares of parkland & 13 hectares of costal wetland



A new paradigm of a sustainable, inclusive and accessible community.



Cost Benefit Ratio 1:5 – for every dollar invested in flood protection, \$5 of damages are mitigated
– including public infrastructure e.g. roads, bridges etc.

The Port Lands



Jack Layton Ferry Terminal

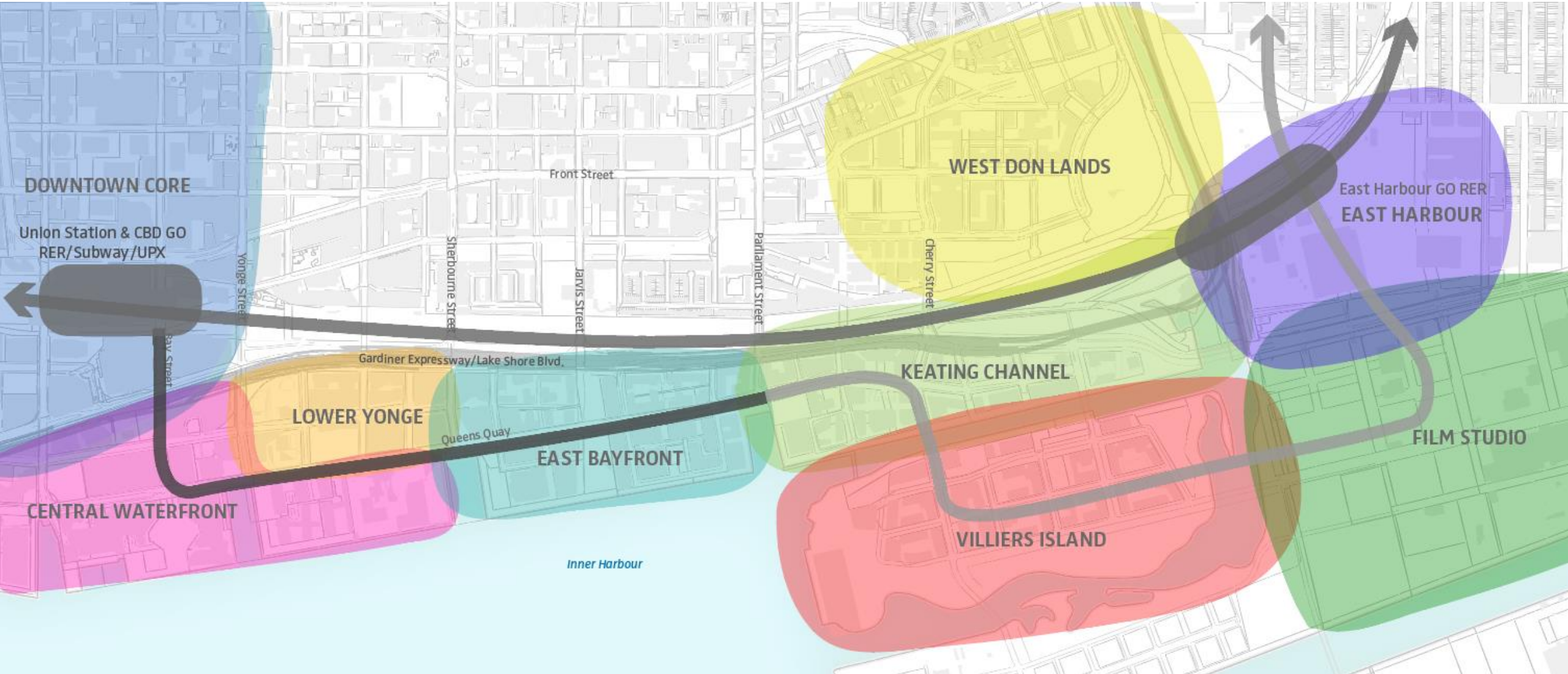


Jack Layton Ferry Terminal and Harbour Square



- ① Ferry Building and Docks
- ② Harbour Square Park
- ③ York Promenade and Sundial Folly Park
- ④ Harbour Square Promenade and Bridge
- ⑤ Yonge WaveDeck
- ⑥ Foot of Yonge Park
- ⑦ Ferry Boat Replacement

Waterfront Transit Reset



Waterfront Transit Reset

- Comprehensive look at transit improvements from Long Branch GO Station to Woodbine Avenue
- Partnership between the City of Toronto, TTC and Waterfront Toronto
- Phase 1 study was completed in 2016
- Phase 2 study underway and is anticipated to conclude in 2017 with a recommended waterfront transit network solution

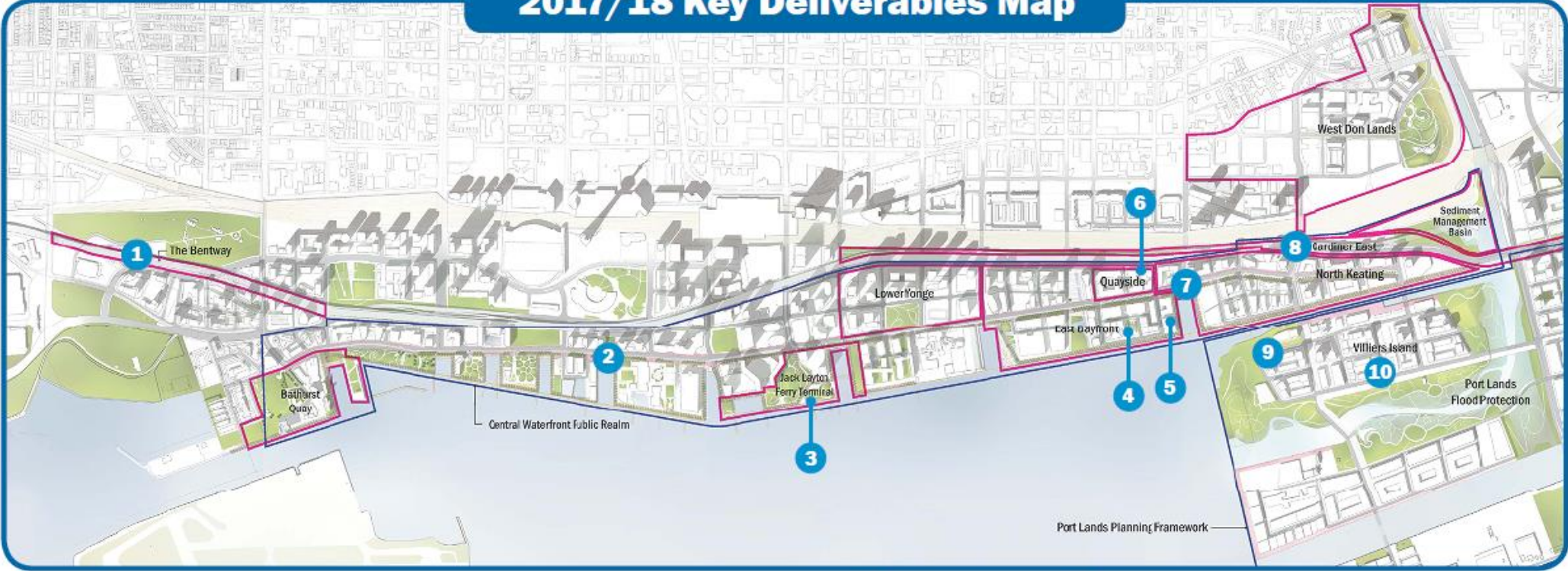


Active Construction Projects and Deliverables for 2017-18



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2017/18 Key Deliverables Map



This map represents the Toronto waterfront in its full vision. This includes parks, public spaces and amenities, and residential and commercial developments that are completed, under construction, or future planned. In addition to Waterfront Toronto projects, this map represents City of Toronto and other government agency projects to be completed.

- | | | | |
|-------------------------------------|---------------------------|--|----------------------------------|
| 1 The Bentway | 4 Bayside Phase I | 7 Queens Quay East & Parliament Street Intersection | 9 Essroc Quay Lakefilling |
| 2 Queens Quay Revitalization | 5 Bayside Phase II | 8 Stormwater Management Facility | 10 Villiers Island |
| 3 Jack Layton Ferry Terminal | 6 Quayside | | |

2017-2018 Construction Projects

The Bentway

- Public Space under the Gardiner Expressway; construction of Phase 1
- 2017-18 Budget: \$12.7M
- Completion: 2018-19
- Total Project Budget: \$23.5M



Jack Layton Ferry Terminal

- Reimagining of ferry terminal and adjacent park; Complete the design and construction of the Phase 1A - entrance plaza to the Jack Layton Ferry Terminal
- 2017-18 Budget: \$1.0M



2017-2018 Construction Projects

Bayside Phase 1

- Servicing for western half of Bayside; construction of the public realm elements of Edgewater Drive and initiate Aitken Place Park construction
- 2017-18 Budget: \$8.2M
- Completion: Spring 2018
- Total Project Spending: \$82.4M

Bayside Phase 2

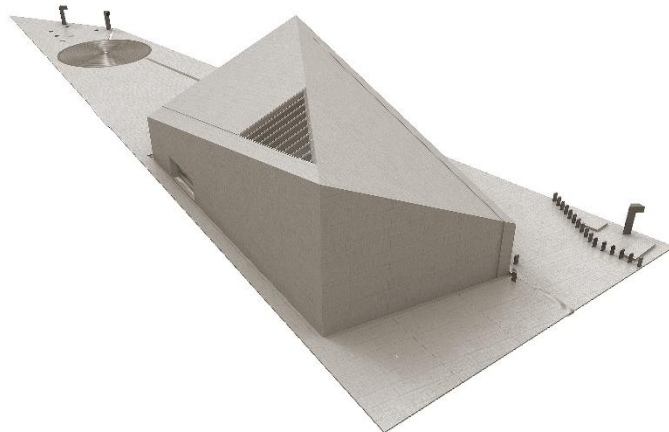
- Complete construction of new streets, underground utilities including water, sewer, hydro and gas, and public realm to service the eastern half of Bayside
- 2017-18 Budget: \$21.0M
Completion: Spring 2018
- Total Project Spending: \$62.3M



2017-2018 Construction Projects

Stormwater Management Facility

- Complete environmental remediation, and construction of the exterior building; install stormwater treatment equipment
- 2017-18 Budget: \$15.1 Million
- Completion: Spring 2019
- Total Project Budget: \$66.5M



Queens Quay & Parliament Intersection

- Secure lands and further develop the design for the Parliament Street and Queens Quay East intersection realignment
- 2017-18 Budget: \$15 Million
- Completion: March 2023
- Total Project Budget: \$66M



2017-2018 Construction Projects

Cherry Lakefilling/Essroc Quay

- Lake filling at mouth of Keating Channel; first step in the construction of the Port Lands Flood Protection project
- 2017-18 Budget: \$40M
- Completion: March 2019
- Total Project Budget: \$65M



Queens Quay Revitalization (Wrap-Up)

- Completion of reconfiguration of Queens Quay West; electrical and other utility completion
- 2017-18 Budget: \$2.5M
- Completion: 2017
- Total Project Budget: \$128.9M



Waterfront Innovation Centre



Other Projects in 2017-18



WATERFRONToronto

Lower Yonge Precinct



Central Waterfront Design Standards



West Don Lands



Programming: Animating Our Waterfront



Programming: Animating Our Waterfront



Movies on the Common



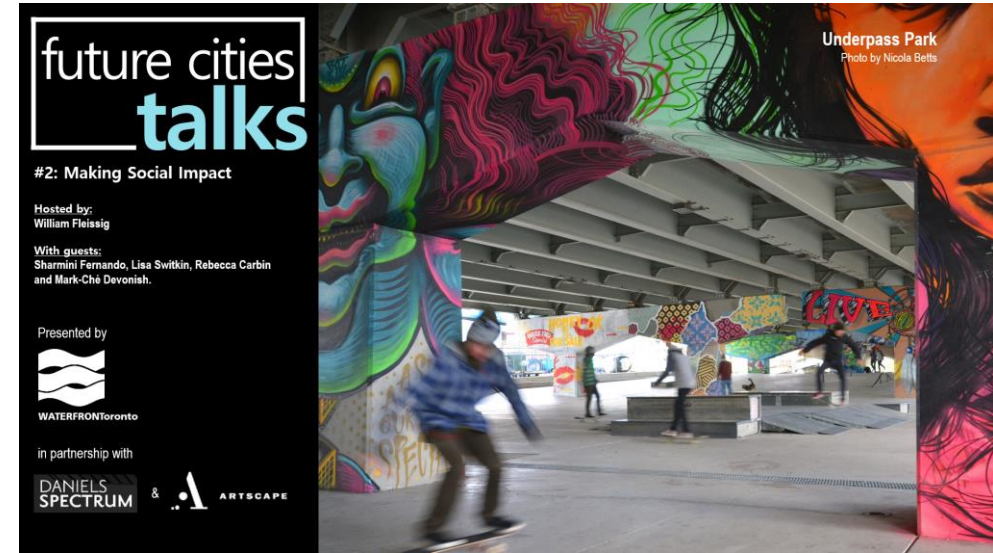
Sugar Shack T0



Future Cities: Tackling pressing urban issues



- Sunday September 25, 2016 at Ontario Place Cinesphere



- Sunday March 26, 2017 at Daniels Spectrum

How we consult



WATERFRONToronto



- Increased geographic & demographic representation
- More accessible methods of participation
- Storytelling and people-focused
- Consulting on ideas – moving beyond projects
- Creating pathways for feedback to have impact
- Regular debriefs with community members and stakeholders
- Engaging through an educational lens to build community capacity

Questions?



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Thank you for joining us



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