

Our Waterfront: *Gateway to a New Canada*



*The Development Plan and Business Strategy
for the Revitalization of the Toronto Waterfront*

Summary

Toronto's Waterfront

Lake Ontario

Dowling Av.

Jameson Av.

Dufferin St.

Strachan Av.

Bathurst St.

Spadina Av.

York St.

Yonge St.

Jarvis St.

Parliament St.

Cherry St.

Leslie St.

Coxwell Av.

Inner Harbour

Mouth of the
Don River

The Ship Channel

Outer Harbour



The Right Honourable Jean Chrétien
Prime Minister of Canada

The Honourable Ernie Eves
Premier of Ontario

His Worship Mayor Mel Lastman
City of Toronto

October 17, 2002

Dear Sirs:

In March 2000, I had the pleasure of submitting to your governments the report of the Toronto Waterfront Revitalization Task Force, which was appointed by the three levels of government to provide the best advice on the revitalization of Toronto's waterfront, one of the largest and most significant public sector initiatives in Canadian history.

Today, it is again both an honour and a pleasure to submit to you, on behalf of the Toronto Waterfront Revitalization Corporation (TWRC) Board of Directors, an integrated Development Plan and Business Strategy for the implementation of waterfront revitalization.

The Development Plan and Business Strategy reflects the visions of the Task Force, the City of Toronto's Central Waterfront Secondary Plan, and the public, whose views were obtained through a series of public consultations undertaken in 2000, 2001 and 2002 by the Task Force and the City of Toronto. The Development Plan and Business Strategy provides an ambitious and comprehensive vision which is entirely consistent with the City's Secondary Plan.

At its core, the revitalization of Toronto's waterfront is an infrastructure project driving an economic model that will help redefine Canada in the global economy. It will transform the waterfront into an international architectural, cultural, entertainment and recreational calling card, and most importantly, provide the people of Toronto, Ontario, and Canada with the great waterfront community they need, want and deserve.

The revitalized waterfront will contain a network of 500 acres of new and improved public parks and open spaces. Streets will run from the city to bay and lakeside plazas. Lake Ontario Park, a new park the size of Vancouver's Stanley Park, will be built along the Outer Harbour. Mixed-use, sustainable communities will be developed, offering more than 7.6 million square feet of new commercial space and over 40,000 new residential units, including affordable housing. The Portlands District for Creativity and Innovation will be established and will be home to creative, knowledge-based industries, new residential neighbourhoods, and recreational and cultural amenities.

Public transport will be the primary mode of travel. Water quality will be improved, and the Don River will have a new mouth to the bay. Contaminated lands will be made safe. An internationally recognized exhibition and entertainment district is proposed for Exhibition Place and Ontario Place.

The Development Plan and Business Strategy sets out a 30-year vision for waterfront revitalization. At this time, TWRC is seeking government approval in principle for Corporation expenditures for years one to five and is requesting that the previously committed \$1.5 billion flow to the Corporation over the five-year period in equal annual instalments of \$300 million – \$100 million per year from each government—in the form of cash. TWRC recognizes that the timing of these funds will be based on the precinct-by-precinct business case justifications that it brings forward to the governments for approval as well as TWRC's annual rolling five-year business plan.

Over the course of the initiative, TWRC estimates that the governments will receive an annual real rate of return on its investment in the order of 14%, with the three levels of government as a whole directly receiving \$3 for every \$1 invested. This investment will create 194,000 person years of employment during construction and 30,000 ongoing jobs.

The Development Plan and Business Strategy capitalizes on the tremendous opportunities afforded by waterfront revitalization—economic, social, environmental and cultural opportunities—that will *ensure each of the three levels of government receive a substantial return on their investment* and make Toronto an attractive, vibrant and successful centre for the region, the province, and the country.

The revitalization of Toronto's waterfront provides a tremendous opportunity for *fostering economic growth and for re-branding Canada* in the global marketplace. A Portlands District for Creativity and Innovation that attracts leading 21st century industries will help in the overall repositioning and branding of Toronto and Canada as a globally competitive supplier of creative, knowledge-based goods and services to the world. The city's tourism industry will also be bolstered through the creation of new cultural, recreational and entertainment destinations.

But waterfront revitalization is not just an opportunity to compete abroad for market share; it is also an opportunity to *build a better city* here at home. It is an opportunity to open up access to the lake, create an unprecedented number of parks and public places, build new neighbourhoods, and in doing all of this, showcase excellence in urban planning and design.

Preserving the environment is a priority for everyone. The revitalization of Toronto's waterfront is also an opportunity to have *a cleaner and healthier environment*.

Toronto's waterfront belongs to the people and will remain an invaluable public resource. Through public consultation, waterfront revitalization also provides an opportunity for *the public and interested stakeholders to have a voice in shaping* an initiative that has the potential to profoundly transform Toronto.

As part of this transformation, the Development Plan and Business Strategy proposes a study of options to improve the Gardiner Expressway corridor. This study could lead to a full environmental assessment.

Phasing in the TWRC Development Plan and Business Strategy has been structured so approvals and implementation of other revitalization components can proceed during any Gardiner study or environmental assessment. As the owner of the road, it is important that the City of Toronto endorse such a course of action.

We have all agreed on the imperative of revitalizing Toronto's waterfront. We now have the plan to move forward.

Economically, the revitalization of Toronto's waterfront can help the country define its relevance in the global economy. Toronto can regain its lustre as an urban centre of international stature. Toronto's competitors have revitalized their waterfronts—Boston, New York, Cleveland, Chicago, San Diego, San Francisco—and in doing so reaped economic and social benefits. We must now proceed to not only do the same, but to do it even better at this crucial time for Canada, Ontario and Toronto.

I would like to take this opportunity to thank the TWRC staff and its consultants who prepared the Development Plan and Business Strategy, staff from the three levels of government, and our board of directors for their time, support and dedication.

Accepting this implementation plan will lead to the desired revitalization of Toronto's waterfront, Canada's new gateway to the world.

Respectfully submitted, on behalf of the TWRC board of directors,

Robert A. Fung
Chairman

Murray H. Chusid, QC
Antonio Dionisio
William A. Farlinger
Jim Ginou

Marilyn Knox
Ralph E. Lean, QC
Peter R. Smith
Mark J. Wilson

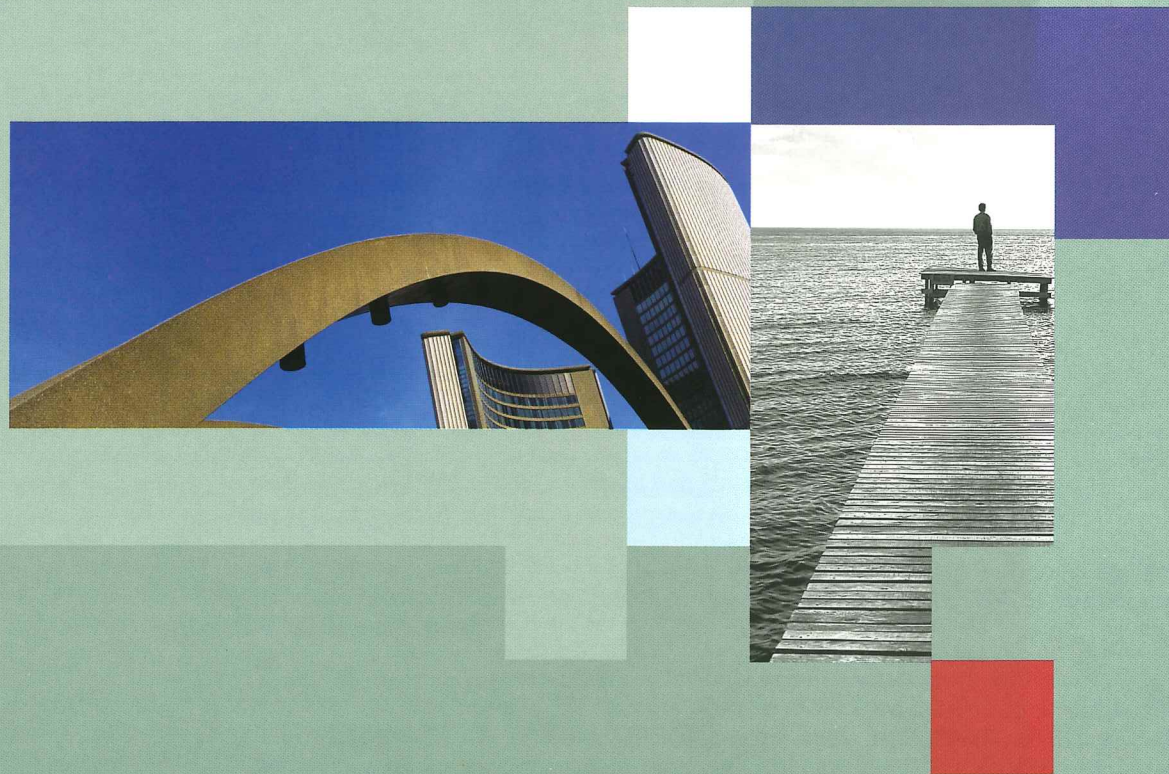


Table of Contents

Toronto Waterfront Revitalization Corporation 6

Development Plan and Business Strategy 6

Context for Waterfront Revitalization 7

Benefits of Revitalization 8

- 1 Return on Investment 8
- 2 Fostering Economic Growth and Re-Branding Canada 8
- 3 Building a Better City 11
- 4 A Cleaner, Healthier Waterfront 12
- 5 Public Participation in City Building 12

TWRC Development Plan 13

Primary Development Areas 13
Specific Initiatives 16

Financial Plan 18

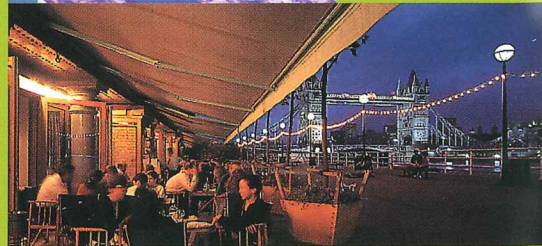
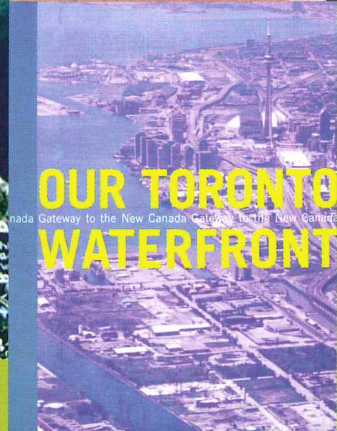
Costs and Revenues 19

Implementation Plan 21

Implementation 21
Phasing 23

GENERAL DEVELOPMENT SCHEDULE 24

Toronto Waterfront Revitalization Corporation



DEVELOPMENT PLAN AND BUSINESS STRATEGY

Following the release of the Toronto Waterfront Revitalization Task Force's report in March 2000, the Government of Canada, the Province of Ontario, and the City of Toronto jointly announced their support for the creation of the Toronto Waterfront Revitalization Corporation (TWRC) to oversee and lead waterfront renewal. The development of successful waterfront projects in other cities such as London, New York, and Barcelona has shown that a separate corporation with a strong mandate to coordinate and oversee an integrated strategy is crucial to making waterfront revitalization a reality.

TWRC's mission is to transform the Toronto waterfront for the people of Toronto, Ontario, and Canada, to foster economic growth and to re-define how the city, province and country are perceived by the world. This will be accomplished by creating prominent cultural institutions, parks, and open spaces, and diverse and dynamic commercial and residential communities, and by attracting the industries of the 21st century. Toronto will be the city where the world desires to live.

TWRC is mandated to oversee an estimated \$17 billion redevelopment of the Toronto waterfront. The three levels of government have committed \$1.5 billion for the initiative, including \$300 million for four priority projects that are now under way. The Corporation's principal focus is on the Central Waterfront, an area that extends from Dowling Avenue in the west to Coxwell Avenue in the east. It should be noted that the TWRC's Development Plan and Business Strategy budgets \$25 million for strategic waterfront projects outside of the Central Waterfront over the 30-year build out period. Allocating funding for such projects must be approved by the three levels of government as well as TWRC. Projects currently under consideration are the Mimico waterfront initiative in Etobicoke and the Port Union project in Scarborough.

TWRC's Development Plan and Business Strategy addresses the design, financing and implementation of overall waterfront renewal. It identifies what kind of development will go where, how much it will cost, how much revenue it will generate, the phasing of the development and the specific authorities TWRC requires in order to successfully implement revitalization.

It is made up of three highly interdependent parts—a Development Plan, an Implementation Plan and a Financial Plan. The timeframe for implementing revitalization requires that the vision and strategy set out by the Corporation be flexible and responsive to economic, political and social changes.

The Development Plan and Business Strategy requires the approval of the Government of Canada, the Province of Ontario and the City of Toronto. Specifically, TWRC is asking the governments to:

- > Approve and endorse the vision for waterfront revitalization in order to strengthen the position of Canada, Ontario and the City of Toronto in the 21st century.
- > Approve the phasing of development as envisioned by the Corporation over the next five years in the context of the overall revitalization plan.

- > Approve an annual cash flow for years one to five of the previously committed \$1.5 billion in equal annual instalments of \$300 million per year.
- > Adhere to a protocol whereby publicly-owned lands within the four Primary Development Areas will not be encumbered by long-term commitments without the consent of the Corporation.

CONTEXT FOR WATERFRONT REVITALIZATION

The revitalization of Toronto's waterfront is necessary to make Toronto an attractive, vibrant and successful centre for the surrounding region, the province, and the country. In recent years, governments around the world have increasingly agreed that large cities and city-regions drive their national economies: when a country's major

The most successful cities are those with a vibrant, high quality of life, which allows them to attract the most successful people and the best companies.

city regions prosper, so do the regional and national economies of which they are a part. To a remarkable extent, countries investing in their big cities are focusing their efforts on waterfront improvements, and these investments have been extremely successful from an economic, social, and cultural perspective. These cities include London, New York, Boston, San Francisco, Barcelona and Sydney, among others.

The most successful cities are those with a vibrant, high quality of life, which allows them to attract the most successful people and the best companies. In fact, quality of life is the new imperative for cities in the 21st century. Successful urban revitalization therefore requires the recognition of "place" as a central component of competitiveness. The revitalization of Toronto's waterfront will add a number of amenities—cultural, entertainment and recreational facilities, parks, live-work neighbourhoods—which in turn will make the city a more desirable place to live and work and, by extension, conduct business.

BENEFITS OF REVITALIZATION

1. RETURN ON INVESTMENT

The three levels of government have already committed to investing \$1.5 billion in waterfront revitalization which TWRC is requesting be allocated over the next five years in equal instalments of \$100 million annually from each government. Over the course of the project, TWRC estimates that public sector investment will be in the order of \$2.6 billion (exclusive of any modifications to the Gardiner Expressway corridor). The return on investment to the three levels of government as a whole is estimated to be 14% annually, with the estimated direct returns far exceeding the initial investment. In direct revenues alone, the governments will receive approximately \$6.7 billion. Indirect revenues will amount to \$1 billion and induced revenues another \$2.3 billion, totalling \$10 billion over the 30-year build out period.

TWRC projects that the revitalization of Toronto's waterfront will attract an additional \$13 billion in private sector investment.

The construction component of this project will create an estimated 194,000 person years of employment. When revitalization is completed, it is estimated that there will be 30,000 full-time jobs created.

The end result of this work will be Toronto securing its place as a world class city. There will be extensive public access to the waterfront and other public places, improved water quality, remediated land, and a reduced risk of flooding in the downtown core of Canada's major city.

2. FOSTERING ECONOMIC GROWTH AND RE-BRANDING CANADA

Investing in Toronto, Investing in Ontario, Investing in Canada

More than two-thirds of Canada's population, jobs, and output are located in urban communities of more than 100,000 people. These urban areas are the backbone of the Canadian economy. As the TD Bank recently stated, Canada is currently at a critical juncture, confronted with "a choice between investing in Canada's cities or divesting in Canada's future."

As Canada's largest city, Toronto is the economic engine of the region, the province and the country. Toronto accounts for 23% of Ontario's GDP (GTA 44%), 10% of national GDP (GTA 20%), and is home to the head offices of 40% of Canadian businesses. Between 1992 and 2001, while GDP increased by 4% in the Greater Toronto Area, it increased by only 3% in the rest of Canada; during the same period GTA job creation rose by 2.4%, but only by 1.6% in the rest of Canada.

Investing in building a stronger Toronto is therefore not only critical for the economic viability of the region; it is important for a strong and vibrant province and the well-being of the country as a whole.

Re-branding Canada

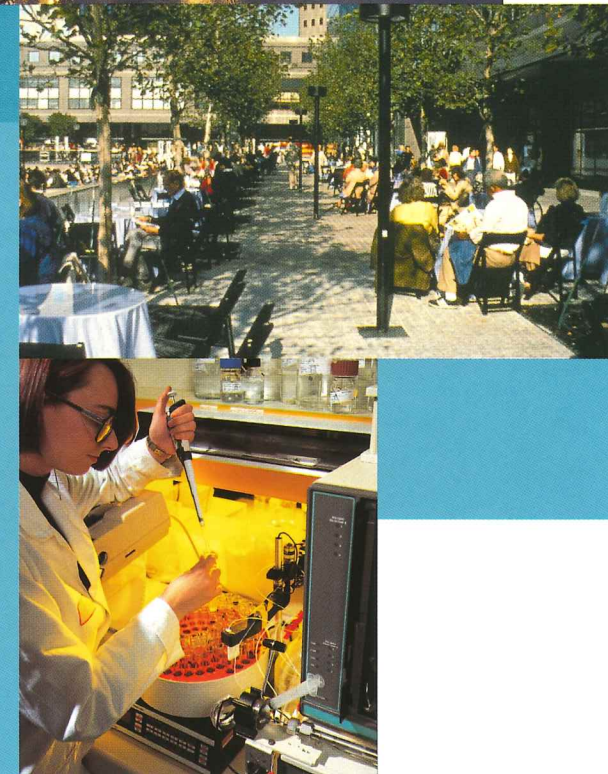
Although the Toronto, provincial and Canadian economies have performed relatively well in recent years, there is growing cause for concern. Old economy industries are giving way to new.



Canada is no longer defined by the export of natural resources. The country is struggling to carve out a niche in the global marketplace and establish its relevance, particularly in relation to the United States.

While Canada remains the United States' largest trading partner, Mexico is closing the gap. Between 1994 and 1999, U.S. exports to Mexico increased by 70% and to Canada by only 45%; imports from Mexico rose by 121% and from Canada by 54%. At the same time, the focus of political power in the U.S. has shifted from the Northeast to the Southwest.

While these shifts were taking place, Canadian governments at all levels did not address key urban priorities to help make our cities globally competitive. After all, the country continued to be internationally recognized as one of the best places in the world to live.



But in an era of globalization, Canada's brand cannot just be "nice, clean and safe." Toronto's waterfront, with a Portlands District for Creativity and Innovation as its focus, can serve as the gateway to a new Canada where Toronto and the country's other major cities are global suppliers of creativity and innovation.

Toronto's Competitive Advantage

Creativity and innovation provide Toronto and Canada with an enormous competitive advantage stemming from the city's extensive wealth of economic clusters. Toronto's media cluster is fourth-largest in North America. The information and communications technology cluster is larger than those in either New York or Los Angeles. There is no metropolitan area in the

United States that has more jobs in pharmaceuticals, medical equipment, and biotech than Toronto. Toronto's ability to continue to grow the biotech cluster is particularly important to our global competitiveness. Ontario has the potential to become number 3 in biotechnology behind only Massachusetts and California. Today Ontario ranks in 14th place.

The key to the ongoing success of economic clusters is their ability to innovate. Innovation can be greatly enhanced when the people who work in one industry commingle or converge with people in different creative, knowledge-based industries. Ideas, research, and practices are shared and applied across disciplines. This kind of synergy spawns new goods and services and transforms convergence into a powerful economic force. Geography plays an important role in facilitating this exchange of knowledge—proximity becomes critical. Because research and development are the foundations of innovation, proximity to universities and other academic institutions is also vitally important. As a result, Toronto's Portlands provide an ideal locale for housing an interdisciplinary District for Creativity and Innovation. The area boasts an attractive lakeside setting, vast amounts of largely undeveloped land, and is only a short distance from existing clusters, and academic centres such as the University of Toronto, Ryerson University, George Brown College and the Ontario College of Art and Design.

Research has also demonstrated that the broader social qualities that are critical to the success of knowledge-based industries—diversity, tolerance, equality—are characteristically Canadian. This is a strength that Toronto and the country can leverage to attract the industries of the 21st century.

Portlands District for Creativity and Innovation

This district will be a live-work community, where the clusters of the new economy are housed side-by-side with more traditional creative industries, such as film and publishing, and where significant incentives could be offered to qualifying businesses that choose to locate here.

But the real driver for attracting business to the district will be ensuring a high quality of life for the people who work and live there. In the past, people followed jobs. Today it is often companies and jobs that follow people. That's because research has shown that people—particularly those who work in creative knowledge-based industries—make decisions about where to live based on quality of place. People want to live and work in vibrant, dynamic communities that offer a broad range of cultural amenities, active outdoor recreation, and bustling street scenes.

Tourism

Tourism is one of the world's largest industries and one of great importance for Toronto. But Toronto's tourist industry is in decline. According to the Toronto Convention and Visitor Association, the number of tourists visiting Toronto has decreased over the past five years—from 16.6 million in 1996 to 16 million in 2001.

The first site is Exhibition Place and Ontario Place, which because of their close proximity, could be jointly redeveloped. Focusing on improving the existing successful trade centre function, a destination hotel, as well as a globally attractive entertainment venue, could be developed while preserving the programming that currently occurs at both facilities.

The second site, at the foot of Yonge Street, is a truly remarkable part of Toronto's waterfront and the city's heritage. This location must be preserved for the public. Potential uses could include an architecturally significant edifice and public art celebrating Canada's unique multiculturalism. Creating this landmark at such a prominent and special place would certainly be appropriate recognition for one of the city's, Ontario's, and Canada's most important strengths—our diversity.

The City of Toronto's Culture Division has also identified a number of potential cultural initiatives for the waterfront that build on the area's rich history and could also help boost tourism. Proposals include a Museum of Toronto, the development of cultural corridors leading to the waterfront, improved visitor services at Fort York, and an aquarium.

Ultimately, of course, individual attractions are only one aspect of the wholesale transformation that will result from the revitalization of the city's waterfront. Paris, Barcelona, Rio de Janeiro, and Vancouver have established worldwide reputations as places whose beauty enhances both daily life and the conduct of business. The revitalization of Toronto's waterfront promises to reorient the city to its greatest natural asset in a way that will recast its image forever as the city on the lake, the gateway to Canada. This transformed setting will become the stage on which the city's splendid multicultural life is presented to the world.

3. BUILDING A BETTER CITY

Access to the Lake

The waterfront is a tremendous public resource that belongs to the citizens of Toronto, Ontario, and Canada. Maintaining and expanding public access to the waterfront will be a priority in all revitalization projects. There must be a continuous band of green along or near the water's edge, from one end of the Central Waterfront to the other. Any development south of Queen's Quay and at the water's edge must be for public use. Revitalization will attract more people to the city's waterfront who will be able to experience the beauty and magnificence of not only lakeside parks and new entertainment and cultural venues, but also the lake itself.

Parks and Open Spaces

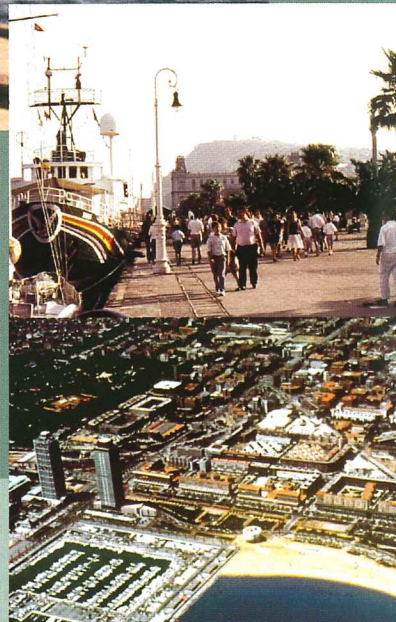
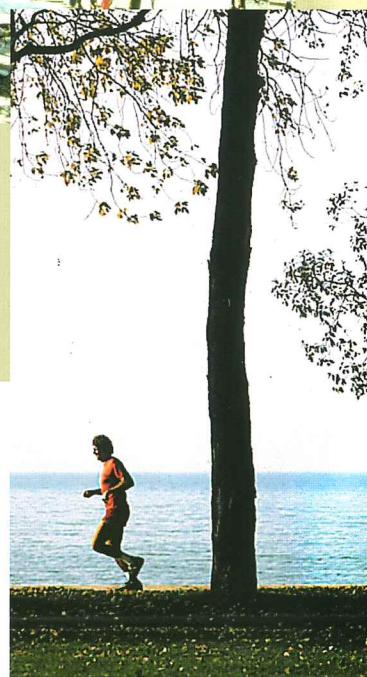
Revitalization will leave Toronto with approximately 500 acres of new and improved parks and open spaces in the waterfront area. The city will be unique in the amount of green space it offers to its residents and visitors. These areas will allow for a range of activities, including boating, and community, cultural, and entertainment facilities. New parks and open spaces include an expansion of Cherry Beach to Ashbridges Bay, through the creation of the 250-acre Lake Ontario Park, a park that will be comparable in size and spirit to Vancouver's famous Stanley Park.

No other major North American tourism site has experienced a comparable decline. In fact, in other cities, tourism has increased by 5% since 1996.

The decline in tourists visiting Toronto translates into the loss of several thousand jobs. Considering Toronto's close proximity to the United States—a 24-hour drive from 40% of the U.S. population—and the value of the U.S. dollar it is significant that tourism in Toronto is waning.

In addition to investing more resources in destination marketing, the creation of new and stronger tourist attractions will likely be critical to reversing recent trends.

There is little doubt that a revitalized waterfront will be an alluring calling card. The waterfront is an ideal locale for at least two large-scale destination sites that could have a substantial impact on sagging tourism numbers.



Housing

Toronto's population is expected to grow by one million people over the next 30 years and the waterfront, with its vast amount of underdeveloped land, presents a great opportunity to accommodate some of this growth. TWRC's development plan calls for over 40,000 new residential units in mixed-use communities. Importantly, waterfront residential development will include a significant amount of affordable housing, including rental units. (It should be noted that the affordable housing as proposed by TWRC does not include housing subsidies).

Proximity to the water's edge, existing and new parks, recreation, open space and pedestrian and cycling routes will ensure that these new neighbourhoods are attractive places to live and work. Use of transit will reduce the need for cars and a well-designed public realm will encourage walking and cycling.

Public Transit

New waterfront neighbourhoods will be designed with public transit as the primary mode of transportation. The Development Plan and Business Strategy identifies \$800 million for public transit in the waterfront area. This funding could be used to support projects such as the expansion of the Harbourfront LRT and GO Transit Lake Shore routes.

Excellence in Urban Planning and Design

TWRC's Development Plan is consistent with the City of Toronto's Central Waterfront Secondary Plan and builds on the strength of existing waterfront landmarks such as the ship channel, Exhibition Place and Ontario Place district, Coronation Park, and Fort York. The design of the streets, open spaces, and public and private buildings will meet high standards to ensure the waterfront districts are beautiful, accessible, and comfortable for all.

This emphasis on excellence in design is essential given that exceptional design is the defining characteristic of the new generation of international city-building initiatives. New York's Battery Park City, London's Docklands, the Barcelona waterfront, and Berlin's major city-building project are all driven by urban design and architecture. When a city undertakes the creation of substantial new, highly visible districts, it is not an occasion for business as usual. The design quality of such new districts must be elevated, by techniques such as:

- > juried open design competitions for public projects
- > limited competitions with short-listed competitors
- > two-stage developer competitions, financial and design, with professional assessors

In city-building initiatives such as those noted above, the appearance of the outcome was paramount, creating value and

cachet for the larger district and for the city as a whole. The Corporation, in recognition of the significance of waterfront revitalization, would employ such techniques.

4. A CLEANER, HEALTHIER WATERFRONT

Waterfront revitalization provides an opportunity to develop a cleaner, healthier environment by promoting public transit, remediating contaminated soil, improving water quality, reducing the threat of flooding to Toronto's downtown core, re-naturalizing the mouth of the Don River, and supporting a sustainable integrated energy strategy. In undertaking environmental improvements, TWRC will make a concerted effort to employ leading-edge Canadian environmental technology wherever possible.

5. PUBLIC PARTICIPATION IN CITY BUILDING

TWRC believes that effective two-way communication with the public is essential to the successful revitalization of Toronto's waterfront. Unprecedented interest and expectations for the future of the waterfront have been expressed to date, and previous consultations have demonstrated the wealth of knowledge, ideas, and perspectives the public brings to waterfront planning. The Corporation is committed to building on this knowledge by delivering a meaningful public consultation and participation program that sets the standard for accountable and transparent project planning and delivery on the waterfront.

Consultation approach:

The consultation approach will include public workshops/meetings, stakeholder round-tables and briefings, a website and an Annual General Meeting.

Communications:

Regular communications will include a consultation-focused newsletter, print and electronic resources, progress reporting, linkages to existing communications networks and displays.

Public consultations are already under way on the Priority Projects. Consultations on the Development Plan and Business Strategy will

occur following its release. The Corporation's overall public consultation strategy is available on the TWRC website www.towaterfront.ca.

TWRC Development Plan

The Development Plan is guided by the City of Toronto's Central Waterfront Secondary Plan. It has its origins in the March 2000 Toronto Waterfront Revitalization Task Force Report, but includes substantive revisions and detailed refinements resulting from a close collaboration with the City of Toronto following its due diligence review of the report and publication of the Secondary Plan.

The TWRC Development Plan is founded on four goals. These goals represent a synthesis of the six major initiatives described in the Task Force Report and the four "big moves" identified in the City of Toronto's Secondary Plan:

- > An accessible, attractive and enjoyable waterfront for the benefit of Toronto, Ontario, and Canada
- > A waterfront of dynamic and diverse new communities
- > A waterfront with a globally recognized Portlands District for Creativity and Innovation
- > A waterfront with a cleaner and healthier environment

Exhibit 1 shows the key elements of the Development Plan. Summary descriptions of what is envisaged in each of the four Primary Development Areas—Exhibition Place and Ontario Place, East Bayfront, West Donlands and the Portlands—as well as specific initiatives are described below, with reference to the numbers shown on the Exhibit.

The overall estimates for residential and commercial development are consistent with those that appear in the City's Central Waterfront Secondary Plan. The development of these estimates and the precinct-by-precinct approval process set out in the City's Secondary Plan will ensure that the built form is acceptable to both the public and local communities. It is also important to note that the estimates of development potential were not calculated to maximize revenues, but rather to ensure a pattern of development that respects accepted principles of urban design and planning, and draws on the highest quality precedents from Toronto and abroad.

Gardiner Expressway Corridor

A significant amount of work has gone into examining options for replacing the elevated portions of the Gardiner Expressway. This

includes the work done for the Toronto Waterfront Revitalization Task Force March 2000 report and the City of Toronto's Central Waterfront Secondary Plan both of which recommended modifications to the Gardiner Expressway corridor in order to improve the urban nature of transportation networks in the waterfront area as well as access to downtown. These waterfront studies built on earlier work that looked at redesigning the corridor. Based on this work, TWRC believes that modifying the elevated portions of the Gardiner Expressway corridor in order to improve its urban nature could enhance the revitalization of Toronto's waterfront. However, a decision on if and how the Gardiner should be modified can only be made after further study, which may lead to an environmental assessment. This process would take approximately three years to complete and would include an evaluation of all options, including the status quo. It would also provide for extensive consultation to ensure the public has meaningful input in to any decisions that are made. Phasing in the TWRC Development Plan and Business Strategy has been structured so approvals and implementation of other revitalization components can proceed during any Gardiner study or environmental assessment. As owner of the road, it is important that the City of Toronto endorse such a course of action.

THE PRIMARY DEVELOPMENT AREAS

Exhibition Place and Ontario Place District (Primary Development Area 1)

Together, Exhibition Place and Ontario Place occupy 270 acres of a prime waterfront location and form one of the Corporation's four Primary Development Areas. New mixed-use development and new globally recognized entertainment and cultural facilities could be introduced to this district to better integrate it into the fabric of the city and transform it from an underutilized and isolated area into one of the most exciting and dynamic parts of Toronto. The Trade Centre could expand, and new trade marts could be developed.

Interest in the area could be enhanced by the addition of an array of all-season activities.



Exhibit 1
TWRC Development Plan

Virtually all existing buildings would be retained with new activities and structures introduced in a garden-like setting, producing a place of variety, surprise and delight in the spirit of Copenhagen's Tivoli Gardens. In addition to existing events, such as the CNE, the Molson Indy and Carnival Parades, the new Exhibition place and Ontario Place district could accommodate new festivals, such as a major winter festival, international art and crafts shows and music festivals in the summer. Restaurants and other services will support these activities, as well as new housing in a mixed-use environment.

East Bayfront (Primary Development Area 2)

The East Bayfront comprises the area south of the rail corridor between Jarvis Street and the new naturalized Don River. In many respects, the East Bayfront corresponds to the section of Harbourfront between Spadina Avenue and Bathurst Street at the Music Garden Park. The Development Plan provides for its redevelopment as a new mixed-use area including high quality public space, promenades and gardens, public services, and commercial and residential buildings overlooking the lake and the city. Modifying the Gardiner if approved could be a major benefit for the quality of this new community.

West Donlands (Primary Development Area 3)

The Development Plan calls for the West Donlands (previously known as the Ataratiri site) to become a new mixed-use community. Situated between the Gooderham and Worts area and the Don River, this district could include a new perimeter park with access to the river, local neighbourhood parks, and a major promenade along the north side of Front Street, which will serve as the neighbourhood's main street. The district is envisioned to have a variety of building types including institutional and commercial buildings as well as houses and apartments in a conventional Toronto street and block structure.

Portlands (Primary Development Area 4)

The Portlands, though a large district in the public mind and one of the four major redevelopment areas, is best understood as a series of separate precincts. These precincts would include neighbourhoods with schools and other community facilities and each with its own special character, including the Portlands District for Creativity and Innovation, the ship channel, and Lake Ontario Park areas. Areas like the East Harbour would have their own unique cachet, in this case, a phenomenal view of the city across water and, in the foreground, a large linear park at the harbour edge.

SPECIFIC INITIATIVES

A. Continuous public lakefront promenade with parks and plazas

The Development Plan calls for the development of a publicly accessible water's edge. Some of this is already in place, and these areas will be enhanced as needed. A naturalized mouth of the Don River and Lake Ontario Park will be major new features. The promenade areas will include public uses, such as cultural and entertainment facilities, and will have good access to public transit.

B. Front Street Extension (Priority Project)

The project includes a two-kilometre extension of Front Street from Bathurst Street to a new interchange with the Gardiner Expressway west of Strachan Avenue, after which it continues west to end at Dufferin Street. The Front Street Extension is a key element of waterfront revitalization, and will provide a new route into the central area from the west, resulting in off-loading traffic from the Gardiner Expressway. This project is part of the larger transportation initiative to transform the road system serving the city and the Central Waterfront in the interests of an enhanced and more sustainable urban environment.

C. Union Station Subway Platform Expansion (Priority Project)

This project includes the addition of a second platform to the south of the existing platform, the reorganization of the station concourse to include a western bypass corridor for GO passengers who are not headed for the subway, and improved connections to the Harbourfront LRT. An improved transit system is the cornerstone of sustainable development, and these improvements will have a positive environmental effect on the waterfront and the city as a whole. The Union Station subway platform project exemplifies the Corporation's approach to a balanced program of transit and road investments.

D. Central Harbour Waterfront Improvement Zone

While new redevelopment in this area will not fall under the Corporation's direct jurisdiction, this part of the Central Waterfront will be improved by tapping into the unrealized potential for public gathering and celebration, not only in terms of the Harbourfront Plan, but also in relation to the area at the foot of Yonge Street.

Initiatives in this location could include the creation of a major new waterfront plaza to give permanent form to the city's presence at the front of the harbour. It could also include a new multicultural centre for the performing arts which could be a showcase for Canada, celebrating our unique multicultural diversity and strength through music, films, dance, food, exhibitions and art. It would be one of Canada's premier architectural buildings, and the subject of architectural competition. Revitalizing the ferry docks is also part of the improvements that are being contemplated.

E. Portlands Initiatives, Including the Portlands Preparation Project (Priority Project) and the District for Creativity and Innovation

This project involves initial preparation of the Portlands and West Donlands for redevelopment by removing impediments to private sector investment and reclaiming land for more productive uses. Elements of this project, for which the Corporation is responsible, include the development of strategies for land management and soil remediation, the launch of a soil remediation program and beginning work on preliminary infrastructure.

A key development initiative, to be facilitated by the Portlands Preparation Project, is the creation of the Portlands District for Creativity and Innovation—an innovative new live-work district modeled on successful initiatives in other parts of the world—including the University Park development associated with MIT in Cambridge, Massachusetts.

F. Channel District

The ship channel, one of Canada's great man-made waterways, will be the focal point of a new development precinct. The channel, complete with elaborate new canals, will provide miles of water's edge lined with promenades on different levels and open space linkages to major parks in the north and south. The district can provide boat moorings adjacent to housing, restaurants, and a variety of local services. This is a vital and diverse new community of extraordinary potential created in the spirit of Sydney's Darling Harbour.

G. Lake Ontario Park

Lake Ontario Park on the Outer Harbour would be a major new amenity complementing Cherry Beach and the natural habitat provided by the Leslie Street Spit. Within its 250 acres there would be an inlet from the Harbour. This would include a major reforestation program with picnic areas, nature interpretive centres, and other facilities such as aviaries, butterfly pavilions and aquaria allocated along an extensive trail system. Lake Ontario Park would connect to new park land south of the sewage treatment plant, east of Leslie Street, which in turn connects to the park at Ashbridges Bay, providing a continuous open space system from Toronto Harbour to the waterworks at the extreme east end of Toronto Beach.

The area north of Cherry Beach and south of the ship channel will become a mixed-use precinct with residential apartments looking south over parklands and beaches.

H. The Mouth of the Don River (Priority Project)

This project is an environmental assessment for the re-naturalization of the mouth of the Don River and flood protection for the city's downtown core. This project includes an assessment of alternatives to help determine the eventual design of the reconfiguration of the river mouth and how best to protect the West Donlands from flooding. Once the environmental assessment is complete it is expected that a berm will be constructed for flood proofing and that the area now underneath and beside the high level Gardiner bridge will be transformed with a new bridge. The Keating Channel, with its murky waters, will be converted into a large naturalized area of the river mouth, with walkways and cycle routes along its edges linking the Portlands to the adjacent areas of the city.

Virtually all existing buildings would be retained with new activities and structures introduced in a garden-like setting, producing a place of variety, surprise and delight in the spirit of Copenhagen's Tivoli Gardens. In addition to existing events, such as the CNE, the Molson Indy and Carnival Parades, the new Exhibition place and Ontario Place district could accommodate new festivals, such as a major winter festival, international art and crafts shows and music festivals in the summer. Restaurants and other services will support these activities, as well as new housing in a mixed-use environment.

East Bayfront (Primary Development Area 2)

The East Bayfront comprises the area south of the rail corridor between Jarvis Street and the new naturalized Don River. In many respects, the East Bayfront corresponds to the section of Harbourfront between Spadina Avenue and Bathurst Street at the Music Garden Park. The Development Plan provides for its redevelopment as a new mixed-use area including high quality public space, promenades and gardens, public services, and commercial and residential buildings overlooking the lake and the city. Modifying the Gardiner if approved could be a major benefit for the quality of this new community.

West Donlands (Primary Development Area 3)

The Development Plan calls for the West Donlands (previously known as the Ataratiri site) to become a new mixed-use community. Situated between the Gooderham and Worts area and the Don River, this district could include a new perimeter park with access to the river, local neighbourhood parks, and a major promenade along the north side of Front Street, which will serve as the neighbourhood's main street. The district is envisioned to have a variety of building types including institutional and commercial buildings as well as houses and apartments in a conventional Toronto street and block structure.

Portlands (Primary Development Area 4)

The Portlands, though a large district in the public mind and one of the four major redevelopment areas, is best understood as a series of separate precincts. These precincts would include neighbourhoods with schools and other community facilities and each with its own special character, including the Portlands District for Creativity and Innovation, the ship channel, and Lake Ontario Park areas. Areas like the East Harbour would have their own unique cachet, in this case, a phenomenal view of the city across water and, in the foreground, a large linear park at the harbour edge.

SPECIFIC INITIATIVES

A. Continuous public lakefront promenade with parks and plazas

The Development Plan calls for the development of a publicly accessible water's edge. Some of this is already in place, and these areas will be enhanced as needed. A naturalized mouth of the Don River and Lake Ontario Park will be major new features. The promenade areas will include public uses, such as cultural and entertainment facilities, and will have good access to public transit.

B. Front Street Extension (Priority Project)

The project includes a two-kilometre extension of Front Street from Bathurst Street to a new interchange with the Gardiner Expressway west of Strachan Avenue, after which it continues west to end at Dufferin Street. The Front Street Extension is a key element of waterfront revitalization, and will provide a new route into the central area from the west, resulting in off-loading traffic from the Gardiner Expressway. This project is part of the larger transportation initiative to transform the road system serving the city and the Central Waterfront in the interests of an enhanced and more sustainable urban environment.

C. Union Station Subway Platform Expansion (Priority Project)

This project includes the addition of a second platform to the south of the existing platform, the reorganization of the station concourse to include a western bypass corridor for GO passengers who are not headed for the subway, and improved connections to the Harbourfront LRT. An improved transit system is the cornerstone of sustainable development, and these improvements will have a positive environmental effect on the waterfront and the city as a whole. The Union Station subway platform project exemplifies the Corporation's approach to a balanced program of transit and road investments.

D. Central Harbour Waterfront Improvement Zone

While new redevelopment in this area will not fall under the Corporation's direct jurisdiction, this part of the Central Waterfront will be improved by tapping into the unrealized potential for public gathering and celebration, not only in terms of the Harbourfront Plan, but also in relation to the area at the foot of Yonge Street.

Initiatives in this location could include the creation of a major new waterfront plaza to give permanent form to the city's presence at the front of the harbour. It could also include a new multicultural centre for the performing arts which could be a showcase for Canada, celebrating our unique multicultural diversity and strength through music, films, dance, food, exhibitions and art. It would be one of Canada's premier architectural buildings, and the subject of architectural competition. Revitalizing the ferry docks is also part of the improvements that are being contemplated.

E. Portlands Initiatives, Including the Portlands Preparation Project (Priority Project) and the District for Creativity and Innovation

This project involves initial preparation of the Portlands and West Donlands for redevelopment by removing impediments to private sector investment and reclaiming land for more productive uses. Elements of this project, for which the Corporation is responsible, include the development of strategies for land management and soil remediation, the launch of a soil remediation program and beginning work on preliminary infrastructure.

A key development initiative, to be facilitated by the Portlands Preparation Project, is the creation of the Portlands District for Creativity and Innovation—an innovative new live-work district modeled on successful initiatives in other parts of the world—including the University Park development associated with MIT in Cambridge, Massachusetts.

F. Channel District

The ship channel, one of Canada's great man-made waterways, will be the focal point of a new development precinct. The channel, complete with elaborate new canals, will provide miles of water's edge lined with promenades on different levels and open space linkages to major parks in the north and south. The district can provide boat moorings adjacent to housing, restaurants, and a variety of local services. This is a vital and diverse new community of extraordinary potential created in the spirit of Sydney's Darling Harbour.

G. Lake Ontario Park

Lake Ontario Park on the Outer Harbour would be a major new amenity complementing Cherry Beach and the natural habitat provided by the Leslie Street Spit. Within its 250 acres there would be an inlet from the Harbour. This would include a major reforestation program with picnic areas, nature interpretive centres, and other facilities such as aviaries, butterfly pavilions and aquaria allocated along an extensive trail system. Lake Ontario Park would connect to new park land south of the sewage treatment plant, east of Leslie Street, which in turn connects to the park at Ashbridges Bay, providing a continuous open space system from Toronto Harbour to the waterworks at the extreme east end of Toronto Beach.

The area north of Cherry Beach and south of the ship channel will become a mixed-use precinct with residential apartments looking south over parklands and beaches.

H. The Mouth of the Don River (Priority Project)

This project is an environmental assessment for the re-naturalization of the mouth of the Don River and flood protection for the city's downtown core. This project includes an assessment of alternatives to help determine the eventual design of the reconfiguration of the river mouth and how best to protect the West Donlands from flooding. Once the environmental assessment is complete it is expected that a berm will be constructed for flood proofing and that the area now underneath and beside the high level Gardiner bridge will be transformed with a new bridge. The Keating Channel, with its murky waters, will be converted into a large naturalized area of the river mouth, with walkways and cycle routes along its edges linking the Portlands to the adjacent areas of the city.



Priority Projects (from top to bottom)

- > Front Street Extension
- > Re-naturalization and flood protection for the Lower Don River
- > Portlands preparation
- > Union Station subway platform expansion

form of cash. TWRC will submit an annual five-year rolling business plan to government which will include the anticipated expenditures for the upcoming fiscal year. TWRC recognizes that the timing of these funds will be based on the precinct-by-precinct business case justification that it brings forward to governments for approval as well as TWRC's annual rolling five-year business plan.

Costs for changes to the Gardiner Expressway have not been included in the Financial Plan. If an Environmental Assessment is initiated following appropriate studies, it is anticipated that an extensive financial analysis will be part of the EA process. Twenty million dollars has been included for any Gardiner studies and a potential environmental assessment.

The Development Plan is the basis on which the Financial Plan has been built. It estimates:

- > Costs for land assembly, remediation, and infrastructure development
- > Revenues that will be generated from the sale or lease of remediated and serviced land parcels to private sector developers
- > Funding in addition to the already committed \$1.5 billion required to carry out waterfront revitalization
- > Economic activity generated through the implementation of waterfront revitalization including direct revenues to government and employment

TWRC estimates that waterfront revitalization will deliver an annual real rate of return on investment in the order of 14% over the 30-year build out period. The three levels of government as a whole will directly receive \$3 for every \$1 they invest—\$6.7 billion—as well as \$1 billion in indirect revenues and \$2.3 billion in induced revenues for a total of \$10 billion. Employment impacts include 194,000 person years of employment during construction and 30,000 new permanent jobs at the end of the project.



Financial Plan

The Financial Plan presents the analysis of the financial and economic dimensions of waterfront revitalization over a 30-year time period. At this time, TWRC is seeking government approval in principle for expenditures for years one to five and is requesting that the previously committed \$1.5 billion flow to the Corporation over the five-year period in equal annual instalments of \$300 million—\$100 million per year from each government—in the

Costs and Revenues

Total costs for the project are estimated to be \$4.3 billion over the 30-year billed out period. Currently identified sources of revenue are the previously committed \$1.5 billion, as well as an estimated \$1.7 billion from the sale and/or lease of land. TWRC will work with the three levels of government to further refine land values, develop a land management process, and identify practical financing options for the additional \$1.2 billion.

The cost estimates shown are based on conceptual development plans and phasing assumptions for the Project Lands that are consistent with the City's Secondary Plan.

Phasing of Estimated Capital Cost (\$2002 Millions)

	Phase 1 Years 0-5	Phase 2 Years 6-10	Phase 3 Years 11+	Total
ENVIRONMENT:				
Don River	\$74	\$0	\$0	\$74
Water Quality	\$44	\$110	\$176	\$330
Soil Remediation	\$154	\$56	\$88	\$298
Integrated Energy	\$50	\$0	\$0	\$50
CITY BUILDING:				
Transit	\$213	\$379	\$208	\$800
Roads	\$190	\$0	\$0	\$190
PUBLIC SPACES:				
Improvements (Foot of Yonge) and special projects	\$25	\$112	\$0	\$137
Parks	\$212	\$182	\$128	\$522
PRECINCT DEVELOPMENT:				
Precinct Plans & Project Initiation	\$16	\$0	\$0	\$16
Portlands	\$275	\$206	\$320	\$801
West Donlands	\$24	\$54	\$11	\$89
East Bayfront	\$57	\$35	\$22	\$114
Exhibition	\$104	\$35	\$9	\$148
PROPERTY ACQUISITION AND BUSINESS INTERRUPTION	\$428	\$150	\$85	\$663
GLOBAL DEVELOPMENT (SITE GRADING, FLOOD CONTROL, SHORE WALLS)	\$80	\$26	\$12	\$118
Gross Cost	\$1,946	\$1,345	\$1,059	\$4,350

Note: Gross costs include an allowance for construction contingencies and fees, soft costs (e.g. legal administration and financing), ORS, PST and GST

Funding Requirements

Anticipated Funding Requirement (\$2002 Millions)

Gross Cost	\$4,350
Land Revenues	(\$1,749)
Committed Government Contribution	(\$1,402)
Required Investment	\$1,200

Economic Impacts

Direct, Indirect, and Induced Government Revenues from the Project (NPV \$2002 Millions)

	Direct	Indirect	Induced	Total
Buildings Component				
Federal	\$775	\$137	\$166	\$1,078
Provincial	\$395	\$84	\$149	\$627
Municipal	\$63	\$22	\$28	\$113
	\$1,233	\$244	\$343	\$1,819
Infrastructure Component				
Federal	\$397	\$108	\$116	\$621
Provincial	\$262	\$66	\$104	\$432
Municipal	\$31	\$18	\$20	\$68
	\$690	\$191	\$239	\$1,121
End State Impacts				
Federal	\$2,189	\$328	\$850	\$3,367
Provincial	\$1,635	\$169	\$746	\$2,550
Municipal	\$976	\$59	\$152	\$1,187
	\$4,800	\$556	\$1,748	\$7,104
Total	\$6,723	\$990	\$2,330	\$10,044

Direct, Indirect, and Induced Employment Impacts from the Project

	Direct	Indirect	Induced	Total
Buildings Component (person-years)				
	67,000	28,000	35,000	129,000
Infrastructure Component (person-years)				
	31,000	16,000	18,000	65,000
End State (jobs)	17,370	4,630	8,170	30,170

Implementation Plan

IMPLEMENTATION AND PHASING OF DEVELOPMENT

IMPLEMENTATION

Because the implementation of waterfront revitalization is expected to take place over 30 years, implementation must be phased and flexible as well as responsive to inevitable economic, social and political changes. TWRC will work closely with the City of Toronto to implement the Development Plan in orderly phases, with the necessary approvals made on a precinct-by-precinct basis. The phased development process will give the people of Toronto, as well as the necessary experts, governments, and others, an opportunity to review and comment on the transformation of the waterfront as it proceeds. It will also ensure that the public aspirations the Corporation was created to realize are respected in every aspect of its work.

The private sector has a major role to play in the revitalization of Toronto's waterfront. This role includes assisting in the implementation of the Corporation's Development Plan, not only by building within the Primary Development Areas in accordance with the Corporation's requirements and city by-laws, but also undertaking ongoing private redevelopment in other parts of the Central Waterfront. Redevelopment in areas adjacent to the TWRC Primary Development Areas must be undertaken in consultation with the Corporation in order to ensure the integrity of the overall revitalization concept.

Year 1 Activities and Expenditures

TWRC anticipates undertaking the following activities in the fiscal year 2003/04. This is a preliminary work program. The program will be refined as plans are advanced. Many of the projects mentioned are significant multi-year projects, which are only beginning in 2003/04. The budget noted here is for the current fiscal year only.

Portlands Preparation - \$15.5 M – Work in the Portlands will include strategic projects to kick-start soil remediation and infrastructure activities that must occur before development can take place in the Portlands and West Donlands.

Front Street Extension - \$76 M – During 2003/04 work on the Front Street extension will include design, land acquisition and the start of construction in the fall of 2003.

Parks & Public Places - \$7.5 M – Developing new parks and improving existing ones will be among the first projects undertaken by TWRC. In 2003/04 it is anticipated that this will include the clean-up and expansion of Cherry Beach, the

development of Commissioners Park in the Portlands and a design competition for Lake Ontario Park.

Precinct Planning - \$5 M – TWRC will work closely with the City of Toronto to develop precinct plans for the four waterfront districts. This will include an international proposal call made in conjunction with the City of Toronto and the Province, for the joint redevelopment of Exhibition Place and Ontario Place into an entertainment and resort destination complex.

Strategic Projects - \$5 M – Funding will be provided for strategic projects in the Central Waterfront. Projects under consideration by TWRC and the governments include the Mimico waterfront project in Etobicoke and the Port Union project in Scarborough.

Transit Improvements - \$4.2 M – Design of the second subway platform at Union Station will be undertaken in 2003/04 as well as improvements to other components of the waterfront transportation network.

Gardiner Expressway Corridor - \$4 M – A study examining options for the Gardiner Expressway corridor will be undertaken in 2003/04. This study could lead to a full environmental assessment.

Integrated Energy - \$2 M – In 2003/04, TWRC will continue its work to develop and advance a sustainable integrated energy strategy for the waterfront. The work will include investigating strategies that are both leading edge and feasible from a technical and marketing perspective in the North American market. Work will also include encouraging both the public and private sectors to look at co-generation opportunities.

Water Quality - \$1 M – In 2003/04, TWRC will develop a water quality strategy that supports the City of Toronto's Wet Weather Flow Management Master Plan. The strategy focus on ensuring new development utilizes state-of-the-art practices as well as retrofit opportunities including addressing combined sewer overflows.

Don River Environmental Assessment - \$750,000 – In 2003/04, the environmental assessment for flood protection and re-naturalization of the Don River will be under way.

In 2003/04, TWRC will also purchase some key properties that are required for implementing the Corporation’s vision.

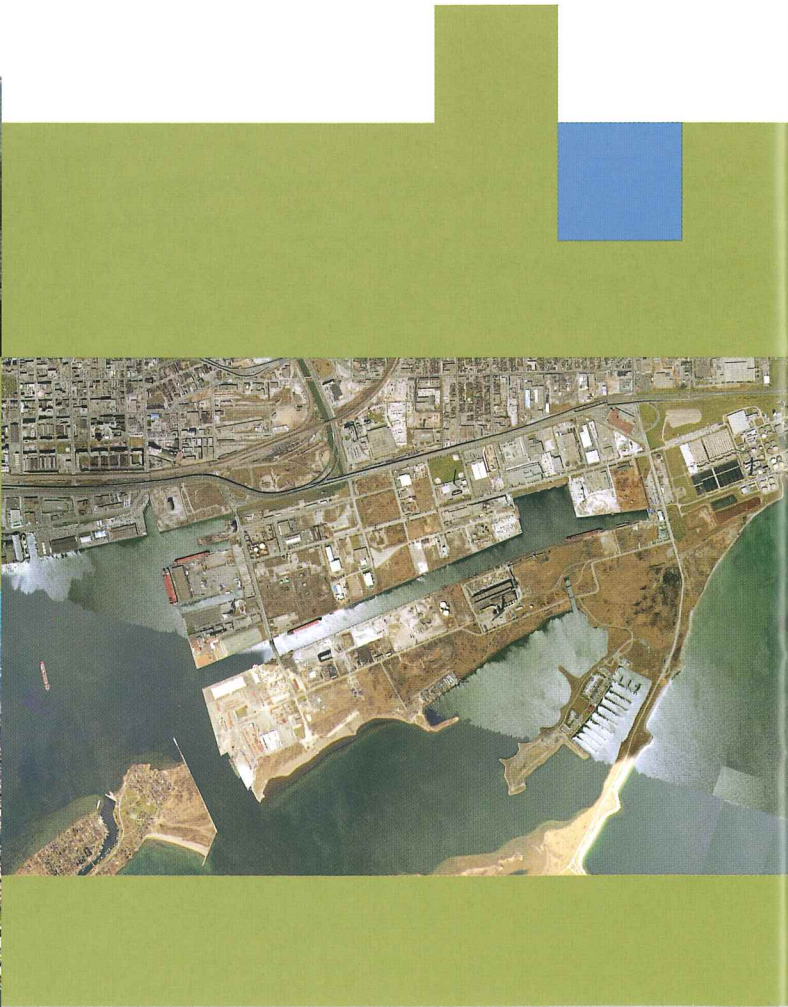
Years 1-5

Within the first five years TWRC will have spent the \$1.5 billion committed by the three levels of government and a substantial amount of work will be under way such that by 2007/08 development and investment will have ramped up to the maximum rate accomplishing the following:

- > Major environmental assessments will be complete
- > Phase 1 precinct plans for all areas in the Central Waterfront will be developed
- > Residential construction will be occurring in all districts



- > First phase of East Bayfront residential and commercial units will be ready for occupancy
- > Construction will be under way on the Portlands District for Creativity and Innovation and the entertainment resort complex at Exhibition Place and Ontario Place
- > Front Street extension will be complete
- > Portlands Preparation project will be complete
- > Don River environmental assessments will be complete, the berm will be built and work on re-naturalizing the mouth of the river will be under way
- > Second subway platform at Union Station will be one year from completion



Exhibition Place and Ontario Place District

- > Infrastructure over 50% complete
- > Non-residential construction over 30% complete
- > Phase 1 residential buildings under construction

East Bayfront

- > Remediation and infrastructure well under way
- > Approximately 20% of residential units built with 13% occupied

West Donlands

- > Flood protection complete
- > Soil and groundwater remediation 33% complete
- > Infrastructure construction under way
- > Phase 1 residential buildings under construction

Portlands

- > Priority remediation complete
- > Infrastructure construction well under way
- > New access over the Don River complete
- > District for Creativity and Innovation under construction
- > Phase 1 residential buildings under construction

Parks

- > Land reclamation for Lake Ontario Park complete
- > Commissioners Park complete

Transit

- > Second subway platform at Union Station one year from completion
- > 20% of other transit improvements under way

Environmental

- > Global soil/groundwater remediation investment well under way
- > Water quality investment beginning

- > Investment made to facilitate integrated energy program
- > Naturalization of the mouth of the Don River under way

PHASING

During the build out period, the construction of infrastructure must be coordinated with the development of new buildings and communities in a way that ensures a public realm of the highest possible quality and the provision of the necessary community services such as emergency services, schools and community centres, in step with the arrival of new residents and workers.

As noted, work is under way on the four priority projects, which represent important first steps in implementing waterfront revitalization. However, three of the projects—the Front Street extension, Re-naturalization and Flood Protection for the Lower Don River and the Portlands Preparation project—must be carried out in conjunction with the realization of the overall Development Plan and the more detailed plans for the Gardiner Expressway, as these plans emerge.

The timing of the release of separate phases, or precincts, for development will be constrained by the need to ensure that there is a critical mass of development in one area before a new one is started. This is essential in order to create value. The timing of the release of precincts for development must also take into account existing lease arrangements and the use of land already in the private sector. Precinct planning and phasing of development must also consider the value of moving ahead quickly on initiatives that will showcase the opportunities and benefits of waterfront revitalization.

A General Development Schedule is presented in Exhibit 2 on the next page.

EXHIBIT 2

GENERAL DEVELOPMENT SCHEDULE

	SHORT TERM (Up to 5 Years)	MEDIUM TERM (6-10 Years)	LONGER TERM (11+ Years)
Environment:			
Don River	<ul style="list-style-type: none"> Don River mouth naturalization and flood protection EA complete (Priority Project) Construction of Don River mouth naturalization and flood protection complete 		
Water Quality	<ul style="list-style-type: none"> Don River and Toronto Bay water quality improvement strategy developed and integrated with the City's Wet Weather Flow Management Master Plan Water quality improvement strategy implementation commenced Integrated Storm Water Management strategy implementation in development areas commences 	<ul style="list-style-type: none"> Water quality improvement strategy implementation continues Integrated Storm Water Management strategy implementation in development areas continues 	<ul style="list-style-type: none"> Water quality improvement strategy implementation continues Integrated Storm Water Management strategy implementation in development areas continues
Soil Remediation	<ul style="list-style-type: none"> Soil remediation commenced (in advance of redevelopment) Remediation in Portlands commenced (Priority Project) 	<ul style="list-style-type: none"> Soil remediation continues (in advance of redevelopment) 	<ul style="list-style-type: none"> Soil remediation continues (in advance of redevelopment)
Integrated Energy	<ul style="list-style-type: none"> Integrated energy strategy developed and basic infrastructure established System advanced as roads are developed End users begin to connect to integrated energy system 	<ul style="list-style-type: none"> System advanced as roads are developed End users continue to connect to integrated energy system 	<ul style="list-style-type: none"> System advanced as roads are developed End users continue to connect to integrated energy system

City Building:

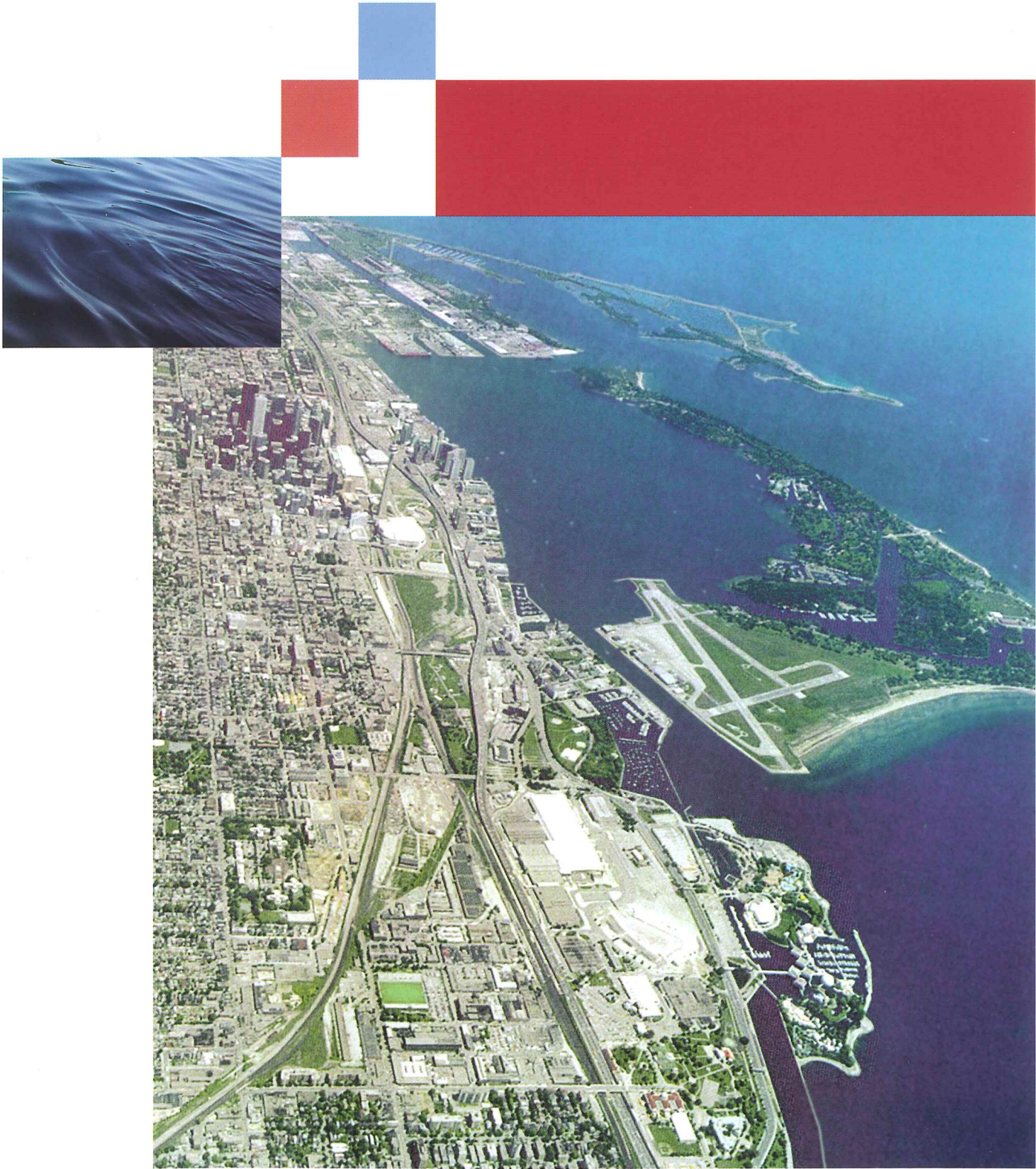
	SHORT TERM (Up to 5 Years)	MEDIUM TERM (6-10 Years)	LONGER TERM (11+ Years)
Transit	<ul style="list-style-type: none"> Commence construction of (and almost complete) TTC platform expansion at Union Station (Priority Project) Commence investment in other transit initiatives Design Waterfront Plan and roadways within the Plan to be transit-supportive 	<ul style="list-style-type: none"> Complete TTC platform expansion Continue investment in transit initiatives Continue to design roadways within the Plan to be transit-supportive 	<ul style="list-style-type: none"> Continue investment in transit initiatives Continue to design roadways within the Plan to be transit-supportive
Roads	<ul style="list-style-type: none"> Complete the Front Street Extension EA and construction (Priority Project) Undertake a study and possible EA if endorsed by the City of Toronto for the Gardiner Expressway corridor subject to City of Toronto approval Commence construction of defining community and neighbourhood roads 	<ul style="list-style-type: none"> Continue construction of defining community and neighbourhood roads 	<ul style="list-style-type: none"> Continue construction of defining community and neighbourhood roads
Public Spaces:			
Parks	<ul style="list-style-type: none"> Commence development of major parks and open spaces Commence filling for Lake Ontario Park Invest in first "feature building" Commence development of local parks – in coordination with neighbourhood development Undertake "early start" projects that can be completed relatively independently 	<ul style="list-style-type: none"> Continue development of major parks and open spaces Complete filling for Lake Ontario Park Invest in second "feature building" Continue development of local parks – in coordination with neighbourhood development 	<ul style="list-style-type: none"> Continue development of major parks and open spaces Continue development of local parks – in coordination with neighbourhood development
Walkways and Promenades	<ul style="list-style-type: none"> Commence construction of walkways and promenades typically at the water's edge 	<ul style="list-style-type: none"> Continue construction of walkways and promenades 	<ul style="list-style-type: none"> Continue construction of walkways and promenades

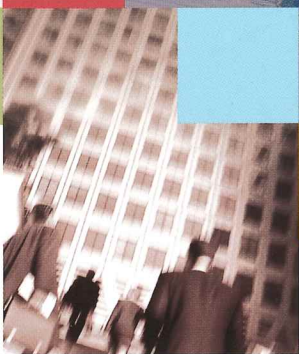
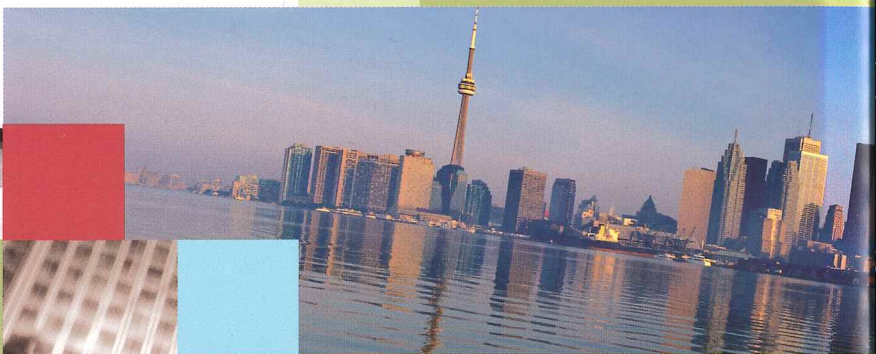
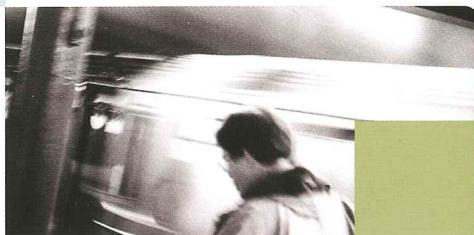
	SHORT TERM (Up to 5 Years)	MEDIUM TERM (6-10 Years)	LONGER TERM (11+ Years)
Precinct Development:			
Exhibition Place and Ontario Place	<ul style="list-style-type: none">• Commence development and building construction (residential, commercial and entertainment)	<ul style="list-style-type: none">• Continue development and building construction (residential, commercial and entertainment)• Commence occupancy	<ul style="list-style-type: none">• Continue development and building construction (residential, commercial and entertainment)• Continue occupancy
East Bayfront	<ul style="list-style-type: none">• Commence development and building construction (residential)• Commence occupancy	<ul style="list-style-type: none">• Continue development and building construction (residential and commercial)• Continue occupancy	<ul style="list-style-type: none">• Continue development and building construction (residential and commercial)• Continue occupancy
West Donlands	<ul style="list-style-type: none">• Commence development and building construction (residential)	<ul style="list-style-type: none">• Continue development and building construction (residential and local commercial)• Commence occupancy	<ul style="list-style-type: none">• Continue development and building construction (residential and local commercial)• Continue occupancy
Portlands	<ul style="list-style-type: none">• Commence development and building construction (residential and District for Creativity and Innovation)	<ul style="list-style-type: none">• Continue development and building construction (residential and District for Creativity and Innovation)• Commence occupancy	<ul style="list-style-type: none">• Continue development and building construction (residential and District for Creativity and Innovation)• Continue occupancy



Toronto Waterfront Revitalization Corporation
207 Queen's Quay West, Suite 822
Toronto, ON M5J 1A7
tel: 416-214-1344 www.towaterfront.ca

Graphic Design by StudioOutsource





TORONTO WATERFRONT
REVITALIZATION CORPORATION