



June 27, 2019



20 Years of Placemaking

Waterfront Toronto's Annual Report 2018/19

20 VOICES



#01

“In the title of our Task Force report, we called Toronto’s waterfront the gateway to the new Canada. It’s exciting to see that idea being realized year after year as our vision becomes a reality. The waterfront and its physical assets have been attracting talent, diversity, investment and innovation that are helping to fuel success in Toronto, in Ontario and across Canada.”

Robert A. Fung, Chair of the Toronto Waterfront Revitalization Task Force (1999), Founding Chair of the Toronto Waterfront Revitalization Corporation (later Waterfront Toronto)

...and 20
years of

DESIGN EXCELLENCE

PUBLIC CONSULTATION

PARKS AND GREEN SPACES

ENVIRONMENTAL STEWARDSHIP

HABITAT RESTORATION

AFFORDABLE HOUSING

INNOVATION AND JOB GROWTH

PUBLIC ART

INFRASTRUCTURE

PLANTING TREES

PUBLIC AMENITIES

BOARDWALKS AND PROMENADES

EXPANDING PUBLIC ACCESS TO THE LAKE

DEVELOPMENT PARTNERSHIPS

FLOOD PROTECTION

RESILIENCE AND ASSET PROTECTION

VIBRANT NEIGHBOURHOODS

CYCLING TRAILS

COMPLETE STREETS

PUBLIC INVESTMENT

SOIL REMEDIATION

TRI-GOVERNMENT COLLABORATION

INCLUSIVE CITY-BUILDING

PLAYGROUNDS

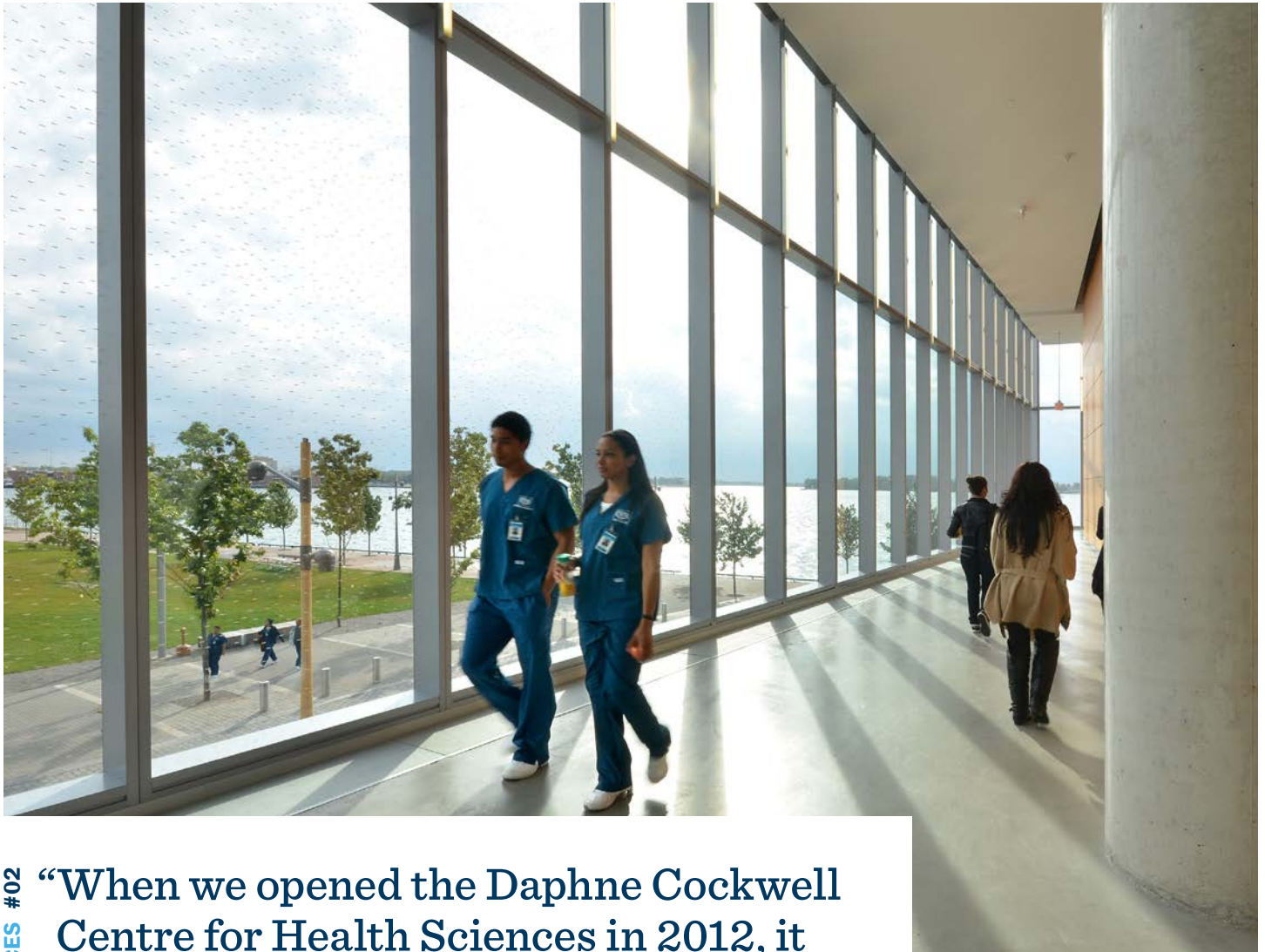
GATHERING PLACES

SUSTAINABLE DESIGN

MOBILITY IMPROVEMENTS

CATALYZING PRIVATE INVESTMENT

The Daphne Cockwell Centre for Health Sciences, overlooking Toronto Harbour, was purpose-built to emphasize interprofessional team-based care.



20 VOICES #02

“When we opened the Daphne Cockwell Centre for Health Sciences in 2012, it quickly became the ‘healthy heart’ of East Bayfront. We brought not only the vibrancy of thousands of students, but also low-cost health services, modern public space, and high aesthetic and environmental standards. Nearby, we’ll soon begin construction of Ontario’s first tall wood institutional building as we continue to put down roots on the eastern waterfront.”

Anne Sado, President, George Brown College

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This annual report covers Waterfront Toronto's activity from April 1, 2018 to March 31, 2019, focusing in particular on our progress against the objectives laid out in our 2018/19 corporate plan. To view a map of the waterfront and our projects, find the plan on our [website](#) (pages 22-23).

SECTION

01

**WATERFRONT TORONTO:
PAST, PRESENT, FUTURE**



20 VOICES



#03

“Before Waterfront Toronto was created, governments and agencies had debated the fate of the waterfront for decades—and made very little headway. This tri-government entity has resolved the legacy issues and built momentum in the right direction. They provide a thoughtful public framework for planning and invite vigorous involvement from the private sector and the community. That’s what works.”

David Crombie,
former mayor of Toronto, head of the Royal Commission
on the Future of the Toronto Waterfront

Waterfront Toronto milestones

1999

Waterfront Revitalization Task Force begins its work.

Led by Robert A. Fung, the Waterfront Revitalization Task Force, formed by the governments of Canada, Ontario and Toronto, commits to crafting a strategic business plan and recommendations for the transformation of the waterfront.



2001

Waterfront Toronto is formed.

A non-profit organization, it's tasked with coordinating the revitalization of Toronto's 800-hectare waterfront. All three orders of government appoint directors to the Board.



2000

The Task Force issues its report.

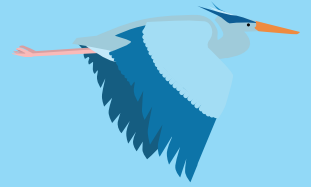
It recommends parks and cultural and business centres—and warns that neglect of the waterfront may fuel the city's economic decline. The three orders of government announce a joint commitment of \$1.5 billion in seed capital to fund the first phase of waterfront revitalization.

\$1.5B

2002

Crafting a vision.

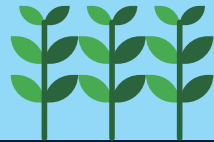
Waterfront Toronto carries out city-wide consultations, inviting both experts and the public to inform the revitalization plan. A call for ideas attracts ideas from leading urban designers across Canada and around the world.



2003

Two new neighbourhoods.

With a new CEO in place, the corporation begins public consultations related to the first two waterfront neighbourhoods: East Bayfront and the West Don Lands. By 2019, we will have added more than 6,000 new homes to these communities.



2006

Partnering on affordable housing.

Waterfront Toronto and Toronto Community Housing Corporation finalize their first agreement on affordable housing. By 2020, there will be 576 affordable units in waterfront neighbourhoods, delivered with partners including Wigwamen, Fred Victor and Artscape.



2005

Great new public places take shape.

Construction is underway at Marilyn Bell Park, at the Western Beaches Watercourse, on the John Quay Promenade, and along the Martin Goodman Trail. Meanwhile, the Design Review Panel is formed. Harnessing the insights of top architects and city-builders, the Panel will go on to make the waterfront a site of award-winning design excellence.

2007

A transformative vision for the Port Lands.

Following a design competition that invited bold ideas for the flood protection and transformation of the Port Lands, the winning concept is announced. The initiative will become one of the most ambitious infrastructure projects ever undertaken in Canada.



Milestones, continued

2008

Private investment flows to the waterfront.

Urban Capital is announced as the first development partner for the West Don Lands. A shortlist of prospective developers for East Bayfront—including Hines/Tridel, the eventual choice—is revealed soon after. Since its founding, Waterfront Toronto's public investments in planning, infrastructure, and environmental remediation have catalyzed more than \$10 billion in new private investment.



2010

A new beach makes fast friends.

Locals and visitors flock to the newly opened Sugar Beach and Water's Edge Promenade. Nearby, Sherbourne Common opens and crews break ground on Corktown Common. By 2019, Waterfront Toronto will have created more than 43 hectares of parks and public places and 26 kilometres of lakeside paths and trails.



2009

Waterfront neighbourhoods go for gold.

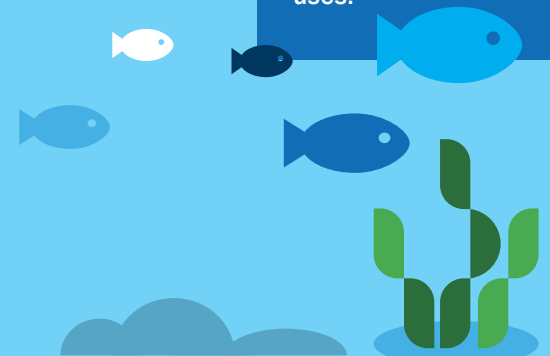
A series of precincts planned by Waterfront Toronto—including East Bayfront, the West Don Lands, the Lower Don Lands and North Keating—require developers to achieve LEED Gold, a demanding sustainability accreditation. Waterfront developments have consistently set new standards for sustainable design and planning, earning international awards and helping to shape green building guidelines across Toronto and beyond.



2012

A college by the lake.

George Brown College opens its new waterfront campus. The Daphne Cockwell Centre for Health Sciences includes community health clinics that let students work with real patients in a supervised setting. Waterfront Toronto plans complete communities with a vibrant mix of residential, commercial, educational, and other uses.



2014

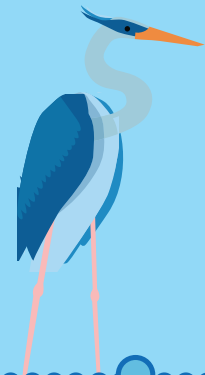
Partnerships powered by innovation.

Waterfront Toronto partners with Beanfield Metroconnect to bring Canada's first open-access ultra-high-speed broadband network to waterfront precincts. This fibre optic connectivity will provide Internet access exponentially faster than the North American average. A cross-subsidy model ensures that residents of affordable units have free or discounted access.

2017

A game-changing investment in the Port Lands.

In June, the three orders of government come together to announce a combined \$1.25 billion investment in the Port Lands Flood Protection and Enabling Infrastructure Project. The plan is hailed as a transformative contribution to the well-being and prosperity of Toronto, Ontario and Canada.



2015

Leading businesses set up shop.

Waterfront Toronto announces the launch of the Waterfront Innovation Centre, a 480,000-square-foot office and retail facility to be developed by Menkes. Demand for space in the centre is brisk. Two early tenants are WPP, a global leader in communications services, and MaRS, one of the world's largest urban innovation hubs.

2018

Exploring the leading edge of urban innovation.

Waterfront Toronto and Sidewalk Labs sign a Plan Development Agreement, refining an earlier agreement to explore how people-centred urban design and advanced digital technology can drive new levels of sustainability, affordability, mobility and prosperity in urban neighbourhoods.



Mission & mandate

Who We Are

Waterfront Toronto is working to create a vibrant, connected waterfront that belongs to everyone. As city-builders, we care about creating neighbourhoods, parks, destinations and infrastructure that make people's lives better.

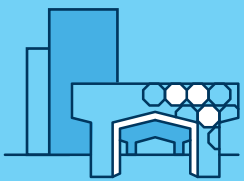
Mandate

Our organization was established in 2001 by the Government of Canada, the Province of Ontario and the City of Toronto to unlock the social, cultural and economic potential of the waterfront. Our mandate has been to apply best practices in urban revitalization—from infrastructure and new technology to leading strategies in design and sustainable development—to more than 800 hectares of underutilized land along Lake Ontario.

Record

So far, we've led or catalyzed 4 million square feet of development along the waterfront, adding market and affordable housing, commercial space, aquatic habitat, critical infrastructure and beloved public spaces. Our projects have included the West Don Lands, Corktown Common, Underpass Park, Sugar Beach, Sherbourne Common, Queens Quay, East Bayfront, the Port Lands, Jack Layton Ferry Terminal and The Bentway.

WHAT WE'VE REALIZED SO FAR



6,000

downtown homes* (about 800 of them affordable)



1.5M

square feet of commercial development*



9

public art installations



26km

of walkable space along the water



5km

in cycling connections



43ha

of parks and public spaces



To celebrate National Engineering Month, Waterfront Toronto's Port Lands Flood Protection Project team hosted a science fair for children of all ages, complete with experiments and model-building.

Governance & accountability

Since its creation, Waterfront Toronto has met high standards of transparency, accountability and fiscal prudence. As we take on new projects, we're constantly evaluating and adapting our approach to ensure we have the policies, expert insights and oversight mechanisms we need to continue delivering successful outcomes for the public and for our government stakeholders.

2018/19 UPDATE

Reporting and Transparency

- In November 2018, we released our biannual [Corporate Social Responsibility and Sustainability Report](#), which adheres to the standards of the Global Reporting Initiative (GRI), recognized worldwide standards for sustainability reporting.
- We developed new, streamlined dashboards that graphically display key information (e.g., budgets, project deliverables) for our Board, Board committees, and government stakeholders—letting them see at a glance exactly how our work is proceeding.
- We reviewed and enhanced an internal privacy framework to govern the collection, use and disclosure of any personal information in our possession—whether it pertains to our staff, vendors, or members of the public (e.g., people who attend consultations).

Performance Measurement

- In December 2018, our Board approved our Rolling Five-Year Strategic Plan for the period 2019/20 to 2023/24. Available on our website, the plan includes a performance-measurement framework that links our performance measures to the legislative objectives laid out in our mandate (see pages 44–45).

Leadership

- A strong leadership team is vital to our ability to continue delivering complex planning and infrastructure projects with efficiency and excellence. This year we updated and approved succession plans

for all senior leadership positions in our organization (see page 56 for a list of C-level positions). We also struck a Board committee to lead the search for a permanent president and chief executive officer, with support from an executive search firm.

Governance and Oversight

- This year was the first time Waterfront Toronto (in its current form) has had its Board chair jointly appointed by all three orders of government. The consensus choice of Stephen Diamond, a Board member since 2016, is an expression of confidence in Mr. Diamond's leadership and also a sign of all three governments' commitment to our ongoing work.
- We appointed an independent project capital monitor for the Port Lands Flood Protection Project. The monitor reports directly to the Finance, Audit and Risk Management Committee of the Board, focusing on budget, schedule and scope compliance.
- As an extension of our Enterprise Risk Management framework, we developed a corporate Risk Appetite Statement that explicitly defines our organization's risk tolerances.
- Two new expert panels took up their roles, advising our organization on our largest and most complex projects. The Capital Peer Review Panel reviews and advises on the Port Lands Flood Protection Project, and the Digital Strategy Advisory Panel reviews and advises on the Quayside project.

Board & committees

Waterfront Toronto's Board of Directors is made up of 13 members, including one chair. Each of the three orders of government (municipal, provincial, federal) appoints four Directors; the Board Chair is jointly appointed by all three orders. As of March 31, 2019, our Board had one vacancy.

Stephen Diamond (Chair)
Chair of Board of Directors,
President & CEO; DiamondCorp

Andrew MacLeod
President & CEO, Postmedia Inc.

Christopher Voutsinas
President, Capital Value
& Income Corp

Janet Rieksts-Alderman
Partner, Risk Consulting,
Major Project Advisory
Services, KPMG

Jeanhy Shim
President & Founder,
Housing Lab Toronto

Joe Cressy
City Councillor, Ward 10,
Spadina-Fort York

Kevin Sullivan
President, GMP Capital Inc.

Mazyar Mortazavi
President & CEO, TAS

Mohamed Dhanani
(until June 2019)
Special Advisor to the President,
Ryerson University

Patrick Sheils
President & Chief
Operating Officer,
Laurentian Bank Securities

Sevaun Palvetzian
CEO, CivicAction

Susie Henderson
(until June 2019)
North American Leader,
Infrastructure, Investment &
Economics, GHD Advisory

	Finance, Audit and Risk Management Committee	Human Resources, Governance and Stakeholder Relations Committee	Investment, Real Estate and Quayside Committee	CEO Search Committee
Mandate	Financial reporting, audit, enterprise risk management, and project risk management	Human resources management, governance, and strategic corporate communications	Quayside, development projects, and real estate transactions	Ad hoc committee established to assist the Board in the recruitment of a permanent chief executive officer
Chair	Janet Rieksts-Alderman	Sevaun Palvetzian	Susie Henderson Mazyar Mortazavi	Janet Rieksts-Alderman
Members	Susie Henderson Jeanhy Shim Patrick Sheils Kevin Sullivan	Andrew MacLeod Joe Cressy	Stephen Diamond Andrew MacLeod Christopher Voutsinas	Stephen Diamond Patrick Sheils Joe Cressy



20 VOICES #04

“Waterfront Toronto is a strong partner to local businesses. In addition to pursuing longer-range goals like new transit connections, they support more immediate initiatives like year-round programming to draw visitors to waterfront districts. Together, we’re helping the waterfront fulfill its potential as a thriving commercial district and urban destination.”

Tim Kocur, Executive Director,
The Waterfront Business Improvement Area

Collaboration makes the difference

20

Twenty years ago, all three orders of government mandated the Toronto Waterfront Revitalization Task Force, led by Robert A. Fung, to develop recommendations and a business plan for the transformation of Toronto's waterfront.

The Task Force observed that the more than 800 hectares of underutilized land on Toronto's waterfront should be among the nation's most valuable. Instead, a complex set of factors had made lakeside parcels "vacant and unattractive to investment"... "isolated from the rest of the city"... "used only for parking."

With places like London, New York, Sydney and Barcelona already reaping the rewards of their own waterfront revitalization initiatives, the Task Force believed it was past time to seize the enormous opportunity at the heart of Canada's largest city. To succeed, stakeholders needed to solve the stubborn challenges that had inhibited revitalization for too long: soil contamination, flooding, jurisdictional complexities and, above all, the lack of a shared vision.

Having studied successful approaches world-wide, the Task Force concluded that renewal could only be achieved through collaboration and, more specifically, "effective new vehicles for intergovernmental action." So Canada, Ontario and Toronto jointly created Waterfront Toronto, a tri-government organization empowered to plan and partner in order to unlock the value of underutilized lands and deliver one vibrant waterfront that everyone can enjoy.

Since 2001, there has been more progress on the Toronto waterfront than in the previous half-century. Waterfront Toronto has realized over \$10 billion in new private-sector investment, brought more than 33 major developments to waterfront districts, added more than 6,000 new homes (about 800 of them affordable), built vital infrastructure and created more than 43 hectares of vibrant public parks like Canada's Sugar Beach — all while setting new standards for sustainability.

Although extraordinary new neighbourhoods have already come to life by the lake, the waterfront is only beginning to show the results of the planning, public consultation, engineering, and infrastructure development work we've carried out.

Most notably, after more than a decade of preparation and planning for one of the most complex and ambitious infrastructure projects ever undertaken in Canada, this year Waterfront Toronto began heavy excavation to flood-protect the Port Lands, work that will unlock 290 hectares of prime land for development.

As we reflect on the events that set our work in motion 20 years ago, we're proud of our role in waterfront revitalization — and we're energized to see an ever-expanding network of neighbourhood groups, arts and culture organizations, colleges, innovators and businesses thriving by the lake.

SECTION

02

WATERFRONT TORONTO:
OUR PROJECTS



20 VOICES



#05

“I’ve been inspired by Waterfront Toronto’s commitment to creating communities with the future in mind. They led the acceptance of LEED when the green-design program was in its infancy. They approach buildings as 100-year infrastructure, not as five-year investments. And they make resilience, health and environmental responsibility integral to the neighbourhood planning process. True community builders.”

**Peter Halsall,
Principal, Purpose Building**

“As weather patterns change, jurisdictions around the world are taking a hard look at the resilience of their landscapes and built environments. Initiated with remarkable foresight more than 12 years ago, the Port Lands Flood Protection Project is an example of smart public investment that will protect assets and build prosperity for decades to come.”

**Kim Donaldson,
VP Ontario, Insurance
Bureau of Canada**

The Port Lands

The Port Lands Flood Protection Project is a vital contribution to the long-term prosperity and well-being of Toronto and the wider region. Through Waterfront Toronto, the three orders of government are investing a combined \$1.25 billion in an ambitious engineering and infrastructure project that will unlock 290 hectares of prime land for development and create more than 40 hectares of new parks and trails, all connected with new roads and bridges.

Past ↻

In the early 1900s, to make space for growing industry, Toronto filled in a wetland at the mouth of the Don River and redirected the course of the river with a hard turn. Partly as a result of those changes, the area around the river mouth is at elevated risk of flooding and therefore unfit for development. In the 1980s, leaders and citizens began calling for the re-naturalization of the mouth of the Don River. These early proponents of waterfront revitalization saw a unique opportunity to transform the area from a disused industrial zone into a vital part of Toronto’s urban fabric.

Present

Today, we’re restoring the natural course of the Don River and re-naturalization the area where the Don meets the lake—work that will deliver flood protection to an area roughly the size of Toronto’s downtown. We’re also laying the foundations for Villiers Island, a vibrant new mixed-use neighbourhood.

Future ↻

Over the next five years, the place where the river meets the lake will be transformed. The area will not only be flood-protected but will have the modern, high-quality infrastructure it needs to support a wide range of uses. Waterfront Toronto and partners in the public, private, and non-profit sectors will also be developing the precinct on Villiers Island—including affordable housing, shops and restaurants, and one of Toronto’s largest public parks.



The Port Lands, where the Don meets Lake Ontario. Transformative earthworks and flood protection are now underway.

2018/19 update:

- **Excavation.** After years of careful planning and engineering work, this year we began excavating the new river. Our crews will work to dewater the area, create flood-protection infrastructure below grade, add erosion-control mechanisms, and build the wetland levies and side slopes that will form the edges of a more secure and resilient Don.
- **Lakefilling.** By the end of our fiscal year (March 31, 2019), we'd completed 72% of the lakefilling work required to build out the western edge of Villiers Island; this work will be complete in 2019. We worked with Toronto Region Conservation and will continue to work with the Mississaugas of the Credit First Nation to mitigate the effects of our work on fish.
- **Hydraulic modelling.** Our engineering teams carried out detailed modelling work to further refine and enhance the flood-protection performance of the new landscape around the Don River.
- **Bridge design.** We completed design work for the new bridges on Cherry Street and Commissioners Street that will connect Villiers Island to the rest of downtown Toronto. We sequenced our design work in a way that enabled a long-lead procurement process, which will help us limit the cost of materials, especially steel.
- **Environmental assessments and public consultations.** Our work this year has focused on public rights-of-way, bridges and cycling connections, as well as the new parks that will be created along the Don River — in particular the programming possibilities of these public green spaces.

An area near the mouth of the Don River, where excavation and lakefilling work related to the Port Lands Flood Protection Project are underway.

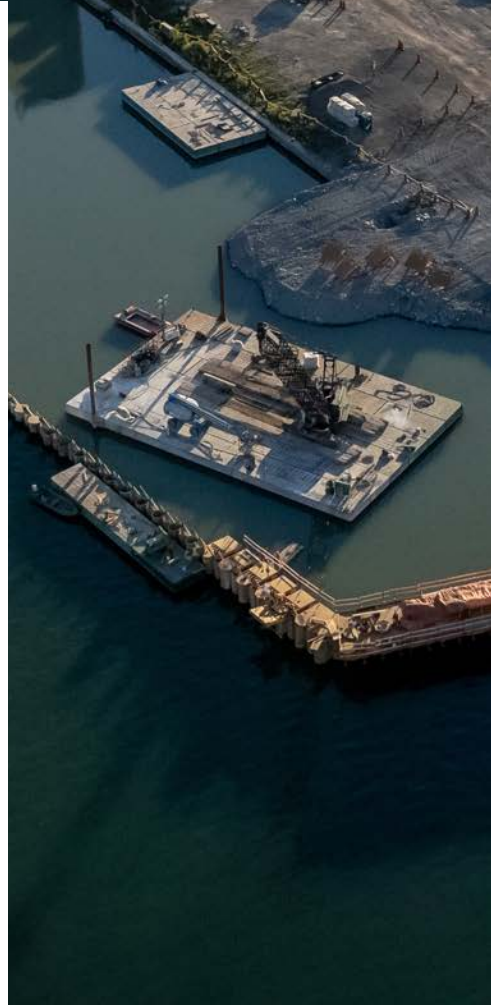


20 VOICES #07

“We peer-reviewed Waterfront Toronto’s plans for flood protection in the Port Lands and found them consistent with approaches we’ve used very successfully in the Netherlands. The particulars of each project vary but the recipe for success is the same: good governance, craftsmanship and careful risk management. Toronto’s waterfront at the mouth of the Don River is on track for an effective and lasting transformation.”

Martin Hoenderkamp, Program Director, Rijkswaterstaat, the Dutch Directorate General for Public Works and Water Management

Mr. Hoenderkamp led Room for the River, an ambitious and successful flood-protection and infrastructure initiative—delivered on time and on budget—realized in 30 locations across the Netherlands. www.ruimtevoorderivier.nl





It's a game changer.

PORT LANDS FLOOD PROTECTION WILL:

- **Unlock the eastern waterfront**

Currently, 80% of the eastern waterfront—290 of the area's 359 hectares, including parts of Riverside and Leslieville—is vulnerable to flooding. Through the work underway now through 2024, these valuable lands in the heart of Toronto will go from disuse to development.

- **Deliver major economic benefits**

As a result of this investment of \$1.25 billion by the Government of Canada, the Province of Ontario, and the City of Toronto:

\$5.1 billion

in value will be added to the Canadian economy

51,900 years

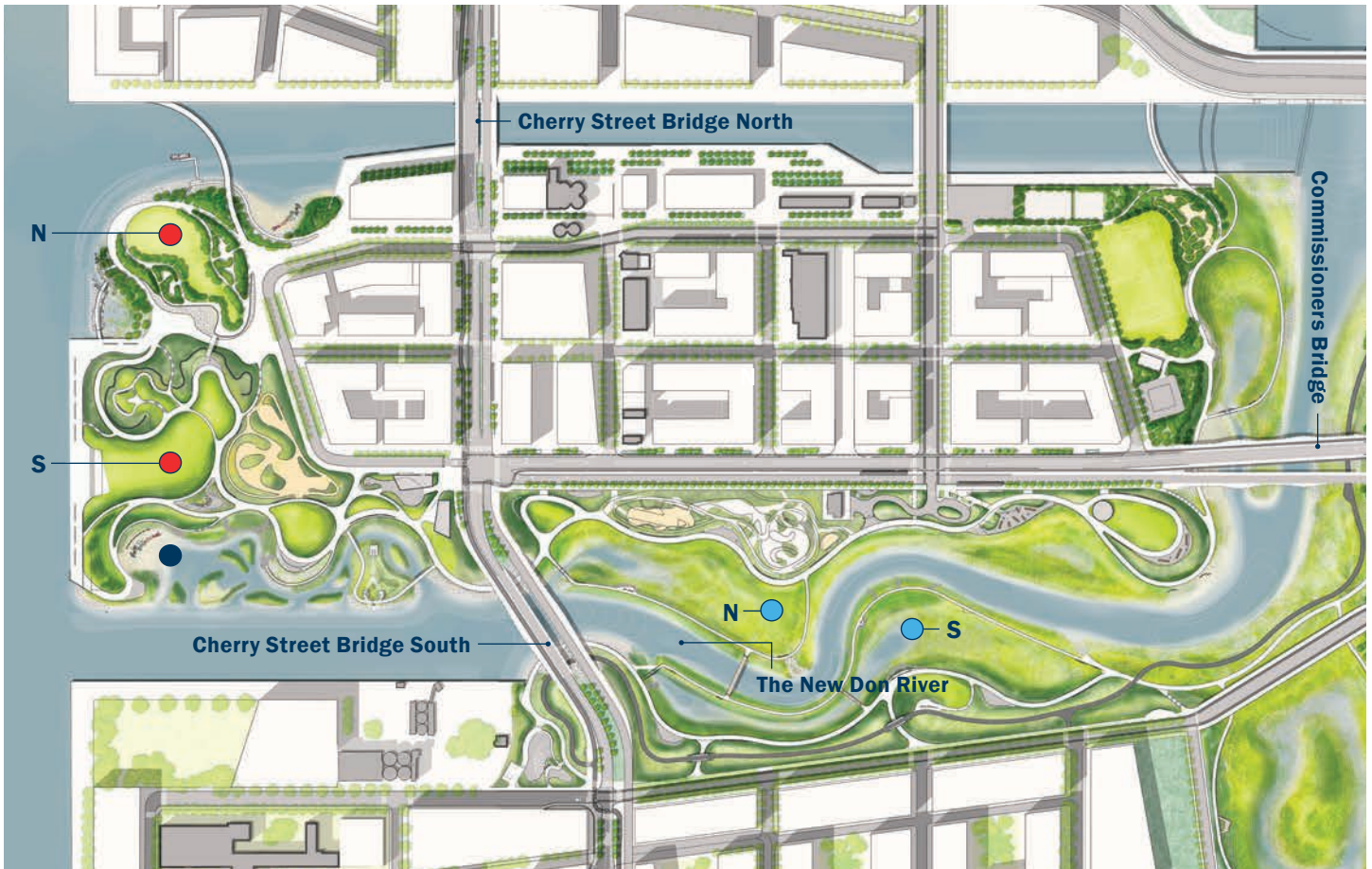
of full-time employment will be created

\$1.9 billion

in revenue will flow back to governments

- **Dramatically expand the network of public parks and trails**

The work we're doing today will create more than 40 hectares of new parks, green spaces, trails, and sites where people can access the water.



#08 20 VOICES

“The ensemble of open spaces taking shape through the Waterfront Toronto Port Lands project will offer visitors and residents an extraordinary new set of shoreline experiences. From direct access to the water’s edge at River Valley Park and Canoe Cove to Promontory Park’s dramatic landscape and destination playground, the Port Lands will redefine public space along the waterfront.”

- Promontory Park, North & South
- Canoe Cove
- River Valley Park North & South

Michael Van Valkenburgh, President & CEO,
Michael Van Valkenburgh Associates, Inc.

“Helping artists to thrive is a great way to breathe new life into the community that is forming in Toronto’s central waterfront. Artscape has been very pleased to work with Waterfront Toronto and Hines/Tridel to bring these affordable units for artist-led families to Bayside.

Tim Jones, CEO of Artscape

Artscape recently moved its offices to the newly opened Artscape Daniels Launchpad, a hub for creative entrepreneurs located within the Daniels Waterfront–City of the Arts building, just a few blocks from the Artscape Bayside Lofts in Aquavista (pictured at right).



2018/19 update:

- **Waterfront Innovation Centre.** Our development partner, Menkes, broke ground on this 480,000-square-foot office and retail facility at 125 Queens Quay East in the East Bayfront neighbourhood. The majority of the building’s space is already leased.
- **Further development in the West Don Lands.** We’ve worked with private-sector partners to craft development agreements, obtain municipal permits and gain building approvals for a range of new projects in the West Don Lands. One development, undertaken with Anishnawbe Health Toronto and Dream Kilmer, includes an Indigenous hub and community health centre, a child-care centre and new rental buildings.
- **New waterfront residents.** In February 2019, residents began moving into Aquavista, a new Hines/Tridel building in the Bayside neighbourhood that includes 227 condominium units and 80 affordable rental units for artists, delivered through a partnership with Artscape. The next two phases of development will add a City-run child-care centre and a community centre to the area. In April 2019 nearby Monde, a 550-unit, Moshe Safdie–designed residential building by Great Gulf, also welcomed its first residents.
- **Essential infrastructure.** Stormwater and sanitary sewer management are vital functions in the eastern waterfront. This year we completed the installation of electrical equipment in the new Cherry Street Sanitary Pumping Station and commissioned the facility. The station is now functional and will be fully complete once work concludes on the related Cherry Street Stormwater Management Facility. The latter project schedule has been revised, partly to accommodate City of Toronto works related to the realignment of the Gardiner Expressway.
- **Plans for improved mobility.** We’ve worked with the TTC and the City of Toronto—and consulted with the public—to produce a recommendation for the best way to connect Union Station to Queens Quay. This year we also crafted a vision for a public realm that will facilitate improved mobility along Lake Shore Boulevard East between Jarvis Street and Logan Avenue. If approved, the plan will add an upgraded linear bike path and pedestrian routes as well as sustainability measures like permeable pavers.

Aquavista by Hines/Tridel (pictured at left) includes 80 affordable rental units for artist-led families, delivered through a partnership with Artscape.

20 VOICES #10

“We’re proud to contribute to waterfront revitalization through developments like Bayside—defined by great architecture, sustainability, innovation and high-quality public spaces. And we’re pleased to work alongside Waterfront Toronto, whose planning, environmental, and infrastructure work lays the foundations for new neighbourhoods that become more than the sum of their parts.”

**Avi Tesciuba,
Senior Managing Director
and Country Head,
Hines Canada**

Complete Communities

Through careful planning and effective partnerships, Waterfront Toronto optimizes the use of large parcels of land available for development along the waterfront. We work as master planners, developing detailed precinct plans that ensure new neighbourhoods include the supports and amenities people and businesses need to thrive over time. In addition to housing and commercial space, new waterfront neighbourhoods benefit from high-quality infrastructure, services like child care and elder support, and transportation links to the rest of the city. After creating comprehensive plans for smart development, we partner with developers, businesses, community agencies, and governments to bring the plans to life.

Past ↻

Waterfront Toronto has laid the foundations for several thriving neighbourhoods, including East Bayfront and the West Don Lands, which together have already welcomed close to 6,300 residents, including almost 500 in affordable rental housing units. We’ve also done important groundwork on waterfront transit: completing environmental assessments for transit to East Bayfront, the West Don Lands and the Port Lands, and collaborating on transit planning with the City of Toronto, the TTC and other agencies. In the West Don Lands, we partnered to deliver the Cherry Street Streetcar Loop in 2016—the first new TTC streetcar route in 16 years.

Present

We continue to work with our partners to realize holistic visions for waterfront neighbourhoods. This year hundreds of residents moved into their new homes in Monde and Bayside, while our planning and infrastructure work proceeded in other districts along the lake.

Future ↻

Over the next number of years, the East Bayfront neighbourhood in particular will take on new life. Thousands of residents will move into newly completed developments, Aitken Place Park will be completed, nearly the entire Water’s Edge Promenade will open to the public, and George Brown College will break ground on Ontario’s first tall wood institutional building. In Bayside, one of the first timber commercial buildings will start construction in 2020. In the West Don Lands, Rekai will move forward with a long-term care facility, enhancing the area’s existing set of health services.

“When the Design Review Panel began, we had a strong vision but no record to show, ‘This is the kind of change that’s possible.’ Today, thanks to the collaboration and leadership that Waterfront Toronto has fostered, people can see and feel the unique Toronto waterfront that’s begun to take shape—a place that welcomes people and leads with landscape.”

Bruce Kuwabara, Founding Partner, KPMB Architects, Founding Member, Waterfront Toronto’s Design Review Panel



Corktown Common in the West Don Lands. The popular park is a carefully designed part of the flood-protection system around the Don River. Underground, a four-metre clay substructure reshapes the river’s floodplain, helping to safely direct flow south to the lake when water surges.



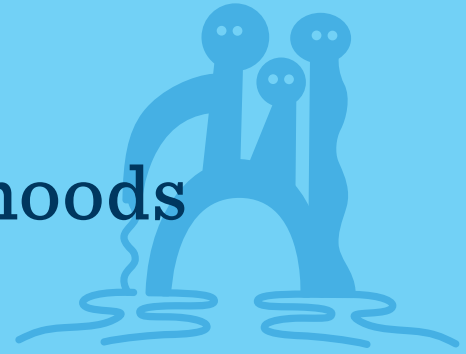
“Corktown Common has transformed neighbourhoods that were severely lacking in park space. From the moment it opened, its stunning design has been a magnet for young and old—it has brought green, nature, play and a longed-for connection to the Don River into our daily lives.”

**Cynthia Wilkey,
West Don Lands
Committee**

“The Cooper Koo Family YMCA is proud to contribute to the physical and social well-being of the waterfront community. Our accessible centre of community welcomes people of diverse ages, backgrounds, experiences and abilities, and offers an array of opportunities—from summer camps to health and fitness programs. We love our neighbourhood, and we love being part of the story of the waterfront.

**Sarah Beldick,
General Manager,
Cooper Koo
Family YMCA**

Neighbourhoods that thrive



The West Don Lands, pictured opposite, is a good illustration of Waterfront Toronto’s approach to planning complete communities. In 2001, this 32-hectare tract of land was underutilized and affected by past industrial use. Today, the area is home to thousands of people and many successful local businesses.

A transformation like this is about much more than new buildings. Thoughtful public investments, made by all three orders of government and channelled through Waterfront Toronto, have made the area safe, functional, accessible and appealing.

WATERFRONT TORONTO:

- Crafted a community-informed master plan for the neighbourhood, including plans for high-quality infrastructure, transit and accessible public spaces.
- Partnered with Infrastructure Ontario and Dundee Kilmer Development Limited to build the Pan Am/Parapan Am Games Athletes’ Village to support Toronto’s host role in 2015. We subsequently repurposed a portion of the village into 253 affordable housing units, now managed by Fred Victor and Wigwamen.
- Worked with a range of partners to ensure the neighbourhood would include housing, social services and neighbourhood assets like a YMCA.
- Informed the work of private developers; we specified sustainability requirements and collaborated with them to ensure that their new residential and commercial buildings would complement and benefit from the surrounding amenities.
- Partnered with Beanfield Metroconnect to deliver Canada’s first open-access ultra-high-speed broadband network to the neighbourhood, a service that was later extended to other waterfront districts.

Public transit on Cherry Street

Transit and active transportation are priorities in our neighbourhood planning. We aim to situate transit stops no more than 500 metres from residential developments and major workplaces.

The Cooper Koo Family YMCA

Waterfront Toronto's planners make sure new neighbourhoods have the facilities and services people need to connect locally.



Corktown Common

Parks are invaluable neighbourhood assets. With amenities like this generous green space and nearby Underpass Park, Waterfront Toronto enhances communities with places to stroll, play, unwind, and connect.

New residential developments

So far, waterfront developments have added or have under construction almost 6,000 new residential units. In lands where Waterfront Toronto fulfills a master planning role, we require 20% of all new units to be affordable.

“Site Specific” (2015) by Scott Eunson, Sumach Street. Waterfront Toronto’s public art program creates neighbourhood art collections that respond to and help shape a distinct local identity.



2018/19 update:

- **Jack Layton Ferry Terminal.** Improvements to this facility over the past year have included a granite mosaic promenade leading from Queens Quay to the front gates of the terminal, a double row of trees that will form a shady archway for visitors, improved furniture for public use, and new lighting throughout Harbour Square Park. We also regraded the area to offer lake views from the intersection of Bay Street and Queens Quay West. This new exterior space opened to the public on April 12, 2019, in time for the summer ferry season.

- **New parks:**

York Street Park and Rees Street Park. Last year, in partnership with the City of Toronto, we launched design competitions to invite bold visions for two new parks—York Street Park and Rees Street Park, which will add a combined 1.74 hectares of badly needed green space near an increasingly populated stretch of Queens Quay. This year we evaluated and selected the winning designs and have engaged the successful team for York Street Park to develop schematic design for their proposed “Love Park” concept. York Street Park will likely break ground in early 2020. Rees Street Park will commence later,

in part to allow coordination with a new stormwater storage shaft proposed on that site (a piece of infrastructure that manages stormwater runoff to protect the health of the lake).

Aitken Place Park. Construction work began on this 0.3-hectare park, south of Queens Quay near Lower Sherbourne Street. Once the necessary infrastructure was in the ground, earthworks began in March of 2019. We expect construction to conclude by September; the park will include a children’s play area and dog run as well as calm, sheltered places to sit and watch the water.

Parks in the Port Lands. As work in the Port Lands proceeds (see page 20), we’re working with the City of Toronto and agency partners to develop plans for the large public parks that will flank the Don River as it curves westward, as well as Promontory Park—a large destination park planned for the western tip of the new Villiers Island. Together, this work will add 40 hectares of new green space and parkland to the eastern waterfront.

“I was really impressed with Waterfront Toronto’s openness and ambition to put public art at the heart of the community. You can see and feel the difference it makes all the way through the neighbourhood.”

Jill Anholt, Artist

Her sculpture “Peeled Pavement” is located in the West Don Lands, near the Distillery District

Public Places

Waterfront Toronto creates great parks and public spaces that respond to local needs and strengthen the broader urban fabric. Guided by meaningful public consultation and a commitment to design excellence, our parks have not only earned awards but quickly become beloved local gathering places. When our organization was created, it was tasked with expanding public access to the waterfront and creating thriving communities along the lake; great parks, pathways, and public amenities are at the heart of our mission.

Past ↻

To date we’ve created or improved 43 hectares of parks in waterfront districts. Our projects have included Queens Quay, Sherbourne Common, Corktown Common, The Bentway, Sugar Beach, and extensive improvements to the Martin Goodman Trail, among many others. We’ve also added or enhanced 26 kilometres of promenades and boardwalks by the lake—making it easier to move along the shore, and making existing public places more accessible and inviting.

Present

This year we continued to build and connect public facilities, destinations and gathering places along the lake.



BROWNIE AWARD: In 2018, Waterfront Toronto shared in an award from the Canadian Brownfields Network. Granted to The Bentway, for which Waterfront Toronto delivered public realm work, the award recognized that the project “sets a new precedent for philanthropy, public-private collaboration and stewardship for public space.”

Future ↻

As development by the lake gains momentum, we’ll continue to ensure that beautiful and accessible public places are a vital presence in every new waterfront neighbourhood. We’ll continue to roll out our internationally recognized public art program and respond to partnership requests on new parks and promenades. Our vision for parks in the Port Lands includes access to the Don River for recreational boating, nature play along the riverbanks and a 1.5-hectare destination playground. The area affords opportunities for year-round programming and public waterfront access that will make Villiers Island a unique regional destination.

“Waterfront Toronto has helped set the pace on next-generation communications infrastructure in Canada. When we bid on the contract to bring fibre optic Internet to waterfront neighbourhoods, Waterfront Toronto’s project requirements called for speeds ten times faster than anything available in Toronto. We rose to the challenge and built a product that delivered the fastest Internet service in Canada to lakeside communities. More importantly, our work catalyzed the rollout of faster service across the rest of the city as other firms raced to compete.”

Chris Amendola, President & Chief Strategy Officer, Beanfield Metroconnect

Next-Generation Sustainable Communities

Waterfront Toronto has a record of innovation when it comes to new neighbourhoods along the lake. Our Minimum Green Building Requirements, adopted in 2006, have been recognized as a landmark in Toronto’s evolution toward a more sustainable built environment. At Villiers Island (see pages 20–21), we’re striving to create one of the world’s first climate-positive neighbourhoods. Quayside is our most recent exploration of what an innovative urban community can be. The area has the potential to demonstrate a new approach to building sustainable, inclusive and prosperous communities.

Past ↻

In October 2017, after issuing a Request for Proposal (RFP) and undertaking a six-month competitive procurement process, Waterfront Toronto selected Sidewalk Labs as our innovation and funding partner for planning the development of a 4.9-hectare portion of the waterfront called Quayside. Since that time, we’ve worked with Sidewalk Labs to further define our relationship and the project. We’ve also consulted with the public and other stakeholders to inform and refine the Master Innovation and Development Plan (MIDP) that Sidewalk Labs will submit to Waterfront Toronto for consideration this year.

Present

With Sidewalk Labs and other partners, we’re exploring the possibilities of a Quayside community where advanced technology supports the outcomes—economic, social and environmental—that matter to Canadians.

Future ↻

Waterfront Toronto will receive a Master Innovation and Development Plan from Sidewalk Labs in 2019, proposing an approach to the revitalization of Quayside. We’ll consider this proposed plan against established evaluation criteria as well as the goals set out in our mandate and in the original RFP. We’ll conduct this evaluation in consultation with government stakeholders and the public. If our Board of Directors decides to pursue some or all of the elements in the proposed MIDP, we would next initiate discussions with all three orders of government to determine their level of interest and support for implementation. We would also begin work on implementation agreements amid continued consultation with all stakeholders.

This year Waterfront Toronto hosted a series of day-long Design Jams (or charrettes) where we facilitated dialogue between members of the public, project leads and subject-matter experts. The groups discussed topics such as vertical living, cycling and water connections.



2018/19 update:

New agreement. This year we signed a Plan Development Agreement (PDA) (July 2018) that governs the relationship between Waterfront Toronto and Sidewalk Labs during the creation of the Master Innovation and Development Plan. More detail about the PDA is available [here](#).

Public engagement and consultation. A wide range of stakeholders participated in our consultation and outreach activities this year, which included:

- a series of public roundtables and design charrettes
- meetings of six advisory working groups—focused on sustainability, mobility, the public realm, housing affordability, community services and privacy and data governance—that include subject-matter experts from diverse sectors and organizations as well as members of the public
- six full-day meetings of a Residents' Reference Panel, which produced a report with guidance for teams involved with Quayside planning
- meetings with neighbourhood associations
- a series of Civic Labs, which provided a forum for experts, advocates and leaders from governments, universities, firms and nonprofits to advise Waterfront Toronto on digital issues related to the planning of Quayside. Topics included digital governance, digital stewardship and realizing the value of data
- meetings of the Quayside Stakeholder Advisory Committee



SECTION

03

**WATERFRONT TORONTO:
PERFORMANCE
& ACCOUNTABILITY**



20 VOICES



#16

“Waterfront revitalization is not just about real estate. It’s about the long game, economically. The idea is to combine these amazing waterfront lands, private investment, and thoughtful public policy to create a quality of life so exceptional it will help Toronto attract people and capital for the next century.”

John Campbell,
former President & CEO,
Waterfront Toronto

A. Capital investment

In December 2017, Waterfront Toronto's Board of Directors approved \$324.6 million in capital investment for fiscal 2018/2019. This investment was allocated primarily to our capital initiatives as outlined in the Projects section of this report (pages 18–35).

Our actual capital spending in 2018–19 was \$150.8 million,¹ 46% of the planned total and \$74.9 million (99%) higher than last year.

Of the \$173.8-million variance between our planned and actual spending, changes in the Port Lands Flood Protection Project accounted for \$142.8 million, or 82%, and changes under our Complete Communities portfolio accounted for an additional \$31.2 million, or 18%.

		2018/19 Approved Plan	2018/19 Actual Cost	Variance \$*
The Port Lands	a	\$ 248.8	\$ 106.0	\$ 142.8
Complete Communities	b	55.0	23.8	31.2
Public Places		7.8	5.5	2.3
Quayside		3.8	4.8	(1.0)
Strategic Initiatives		0.7	1.9	(1.2)
Eastern Waterfront Transit		0.3	0.9	(0.6)
Core Support Functions		8.2	7.9	0.3
Total		\$ 324.6	\$ 150.8	\$ 173.8

*Parentheses indicate spending in excess of budget

Figures are in millions

a

Port Lands Flood Protection Project

Our planned spending for fiscal 2018/19 was based on a cash flow plan prepared in 2016, which assumed that project funding would be approved in 2017 and construction would begin the same year. In fact, funding was not approved until 2018 and construction began in 2018. As a result, construction activities—and therefore spending—in this fiscal year were not as projected in 2016. Nevertheless, the overall project budget of \$1.25 billion remains unchanged and adaptations in our construction approach will allow us to complete the project, as planned, by 2024.

b

Complete Communities

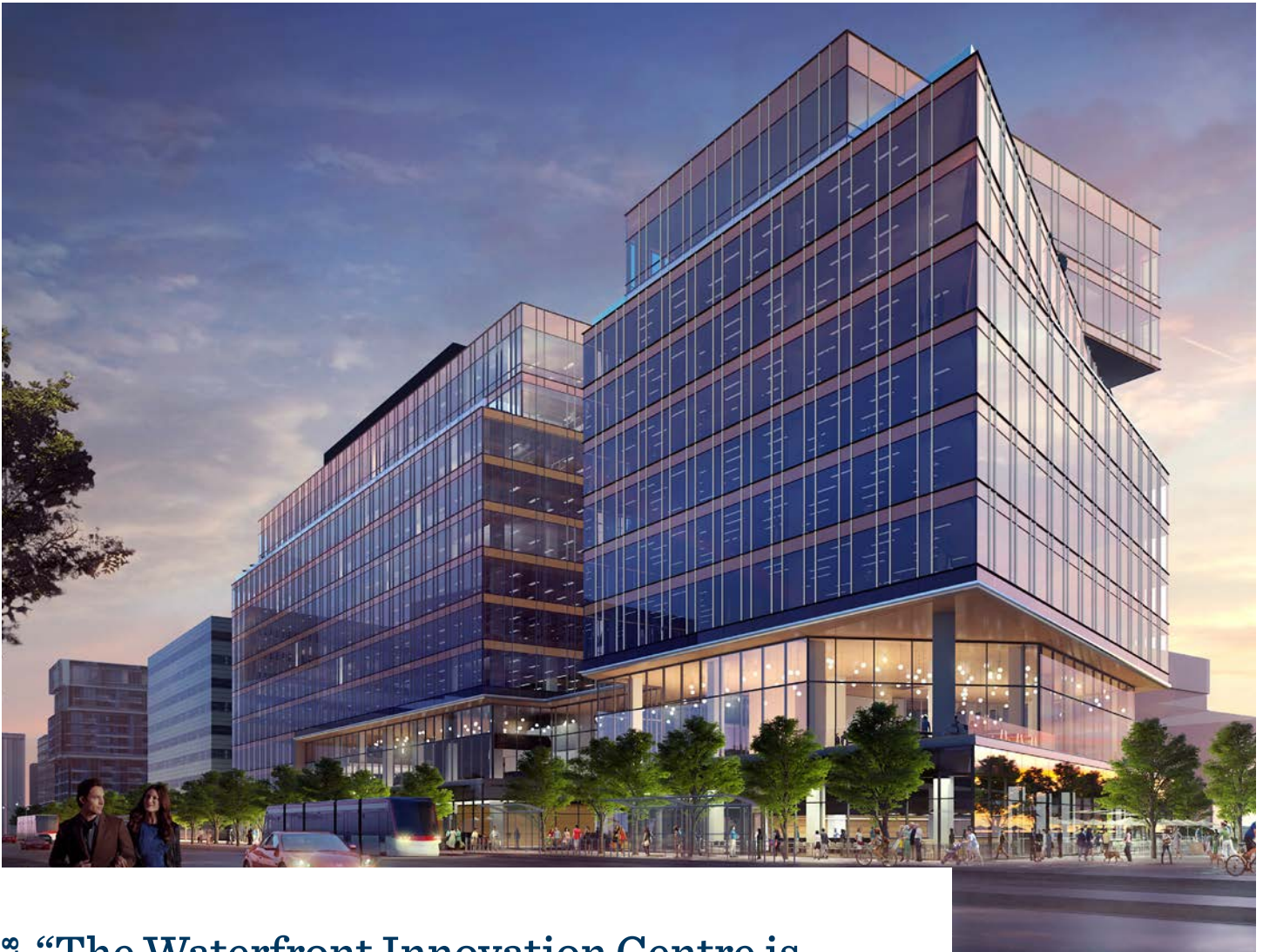
Adapting to the City of Toronto’s plan to realign the Gardiner Expressway, we adjusted the sequencing of our work on the Cherry Street Stormwater Management Facility. This adjustment resulted in deferred costs for the delay of construction work originally planned for 2018/19. In addition, the continuation of planning our new Quayside neighbourhood resulted in the postponement until 2019/20 of an anticipated land acquisition.

#17
20 VOICES

“The historic move of the Toronto Region Board of Trade to the waterfront in 2022 supports our mission to catalyze a vibrant, globally competitive business community. Our new hub for innovators and entrepreneurs—part of an energized waterfront ecosystem that continues to grow and intensify—will help attract talent and drive the region’s momentum.”

Jan De Silva, President & CEO, Toronto Region Board of Trade

¹ More information about Waterfront Toronto’s capital investments as reflected in our audited financial statements is available in Appendix 2. Our complete audited financial statements are available online at [Waterfront Toronto](https://www.waterfronttoronto.com).



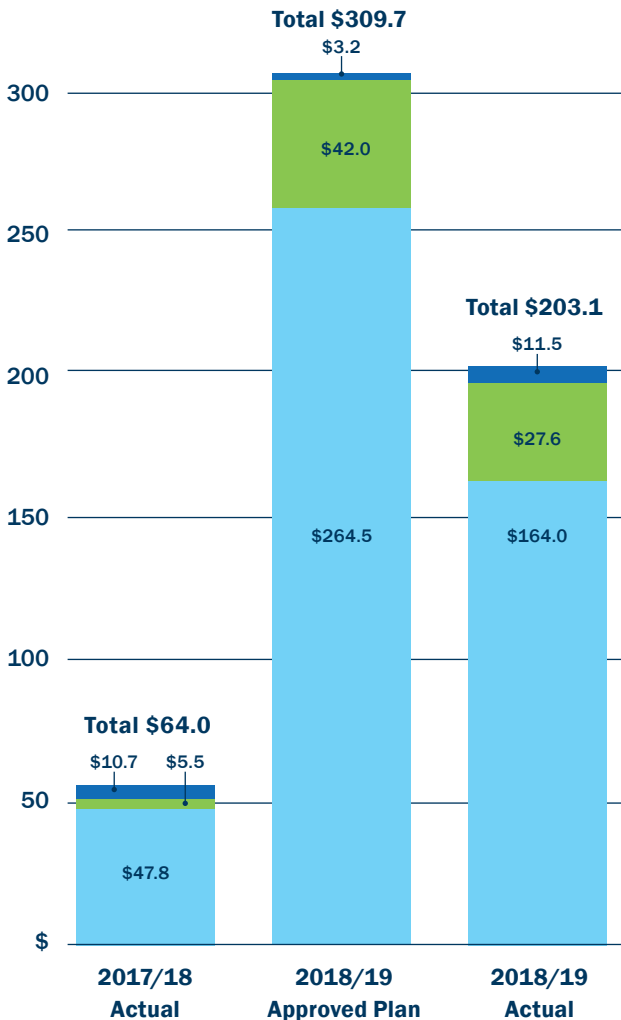
20 VOICES #18

“The Waterfront Innovation Centre is grounded in an awareness that innovation grows from the exchange of knowledge and ideas. Something we value about working with Waterfront Toronto is that they facilitate that kind of productive exchange. Drawing different stakeholders together around a shared vision, they’ve played a key role in the extraordinary resurgence of economic vitality that’s happening along the lake.”

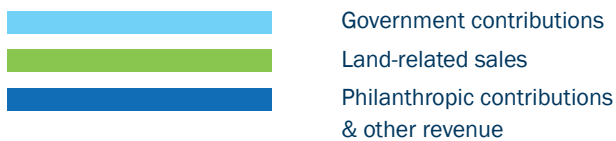
**Peter Menkes, President, Commercial/Industrial Division,
Menkes Developments Ltd.**

B. Capital funding

Capital funding from all sources



Figures are in millions



Waterfront Toronto realized \$203.1 million² (66%) of the \$309.7 million capital funding our Corporate Plan anticipated, and \$139.1 million (217%) more than last year. The revenues we realized from government were lower than projected because the schedules for the Port Lands design and construction work were amended and governments adjusted their funding schedules accordingly.

Our funding mix was largely consistent with the Corporate Plan: of the \$203.1 million in funding we realized in 2018/2019, \$164.0 million (81%) came from governments. Our funding from governments increased significantly between 2017/18 and 2018/19. This was true both in absolute terms (\$47.8 million in 2017/18 versus \$164.0 million in 2018/19, a 243% increase) and as a share of our total funding: 81% of our funding came from governments in 2018/19, up from 75% in 2017/18. These changes reflect the fact that significant work on the Port Lands Flood Protection Project – to which all three orders of government have made substantial commitments – is now underway. In total, the governments of Toronto, Ontario and Canada have agreed to invest \$1.25 billion over the next seven years. (For information on what flood-protecting the Port Lands will achieve, please see pages 20–25). Of the \$1.25 billion committed, Waterfront Toronto has received a total of \$199.2 million to date, \$154.4 million of it in 2018/19.

The remaining \$39.1 million (19%) of our funding in 2018/19 was collected through:

- land or transaction sale revenues in East Bayfront for \$27.6 million (14%)
- cost recovery agreements, interest, and property revenues totalling \$11.5 million (5%); of this sum, \$5.8 million came from our innovation and funding partner Sidewalk Labs, in support of planning and public consultation work focused on Quayside

² More information about Waterfront Toronto’s capital funding as reflected in our audited financial statements is available in Appendix 2. Our complete audited financial statements are available online at Waterfront Toronto.

C. Corporate operating costs

Our actual corporate operating costs for 2018/19 were \$0.7 million (4%) lower than the approved operating budget of \$18.8 million. This variance occurred mainly because we expected to carry a total of 99 staff positions in 2018/19, 19.5 of them new. In fact, some positions remained unfilled or are no longer required and we worked with a team of 89 in this fiscal year, resulting in lower-than-expected compensation and other costs. We did incur slightly higher-than-expected occupancy costs to accommodate our own new team members as well as some personnel employed by our partners who work onsite with us, but these additional costs were offset by the savings from unfilled positions.

Corporate operating costs are reflected in Note 13 of Waterfront Toronto's March 31, 2019 audited financial statements (Expenses by Precinct and Function).¹

	2018/19 Approved Plan		2018/19 Actual Cost		Variance \$*	
General and Office Administration	\$	1.4	\$	2.0	\$	(0.6)
Accountability and Governance		0.4		0.6		(0.2)
Information and Technology		0.5		0.6		(0.1)
Human Resources		15.4		14.2		1.2
Public Engagement and Communication		0.6		0.5		0.1
Subtotal before Amortization	\$	18.3	\$	17.9	\$	0.4
Amortization		0.5		0.2		0.3
Total Corporate Operation Expenditures	\$	18.8	\$	18.1	\$	0.7

*Parentheses indicate spending in excess of budget

Figures are in millions

¹Note to readers reviewing this summary in conjunction with the audited financial statements: the table in this summary and the table in the audited statements both indicate actual spending totalling to be \$18.1 million. The audited statements are broken down into project management costs—salaries, fees, and benefits of \$8.3 million—as well as general expenses of \$9.8 million, for a total of \$18.1 million.

D. Corporate capital costs

Our corporate capital costs for 2018/19 were \$1.4 million higher than our approved budget of \$0.4 million. The majority of the increased spending was devoted to a new Enterprise Resource Planning (ERP) system, which will enhance the efficiency of our oversight processes, delivering customized dashboards and detailed reporting in real time. The new system also supports our risk management regime and eliminates risks associated with our old financial system, which has reached end-of-life and is no longer supported by the manufacturer. The complexity of implementing this system has exceeded our expectations; it has demanded more time and more money than we anticipated. However, this higher spending was offset by savings in corporate capital costs from 2017/18 as well as cost savings in our corporate operating costs in both 2017/18 and 2018/19.

Corporate capital costs are reflected in Note 7 of our March 31, 2019 audited financial statements (Capital Assets).

20 VOICES #19

“Waterfront Toronto truly walks the talk on how to build a healthy, sustainable neighbourhood. Their significant infrastructure investments and world-class parks and public spaces are making East Bayfront Toronto’s next great district. We’re thrilled to have been able to work with Waterfront Toronto on our City of the Arts community and we’re so pleased to have moved our head office into this vibrant new neighbourhood.”

Mitchell Cohen, President and CEO, Daniels Corporation

Performance measures

		Annual Report 2018/2019		
Success for Waterfront Toronto is:	Performance measures	Actual 2018–2019	Cumulative 2001–2019	
1. Enhancing economic value <ul style="list-style-type: none"> Waterfront Toronto will create new employment opportunities during the development of waterfront lands Waterfront Toronto developments will lead to new businesses on the waterfront that will provide ongoing employment opportunities The developments on the waterfront will lead to increased taxes for all three governments and contribute economic value for the Canadian economy 	1.1	Jobs: Full-time years of employment during construction	1,399	16,068
		Jobs: Full-time years of ongoing employment	N/A—five-year measure	5,000
	1.2	Taxes: New taxes to municipal, provincial and federal governments	\$34M	\$895M
	1.3	Total economic value added to the economy	\$164M	\$2,130M
	1.4	Labour Income	\$120M	\$1,269M
2. Enhancing social and cultural value <ul style="list-style-type: none"> Waterfront Toronto will be a world leader in design excellence and waterfront planning that will make Canadians proud of the Toronto waterfront Waterfront Toronto will develop spaces that are accessible to all income levels 	2.1	Number affordable housing units developed (excludes building projects under design or construction)	Nil	496
	2.2	Number of market housing units developed (excludes building projects under design or construction)	558	2,325
	2.3	Number of design awards	1	91
	2.4	Number of new permanent public art installations	Nil	8
	2.5	Percentage of Waterfront Toronto sponsored projects with Design Review Panel support at the end of the design review process	100%	92%
3. Creating an accessible and active waterfront for living, working and recreation	3.1	Hectares (was acres in CP 19–23) of new parks and public spaces	Nil	43
	3.2	Kilometres of new trails, hiking trails and promenades	Nil	26
	3.3	Number of events on the waterfront	26	2017 to 2019: 58
4. Implementing a plan in a fiscally responsible manner <ul style="list-style-type: none"> Waterfront Toronto will work within the funding provided and will search out new revenue sources to support the development of the waterfront Waterfront Toronto will use thorough processes to set and manage the project budgets 	4.1	Percentage of competitive procurements by dollar value	99.6%	New measure
	4.2	Percentage of projects over \$10 million completed within 5% of budget (in the last five years)	Not applicable; no projects >\$10M completed this year	95%
	4.3	Percentage of projects over \$10 million completed within six months of original schedule (in last five years)	Not applicable; no projects >\$10M completed this year	New measure

In our [Rolling Five-Year Strategic Plan](#), we declared our intention to adopt a new performance-measurement framework on April 1, 2019. This new framework, presented below, is composed of concrete measures across a range of dimensions, all aligned with the policy priorities set out in our mandate. This tool will help our team, our government stakeholders and the broader public track our progress in delivering the results we've been tasked with achieving for the people of Toronto, Ontario and Canada.

		Annual Report 2018/2019	
Success for Waterfront Toronto is:	Performance measures	Actual 2018–2019	Cumulative 2001–2019
5. Implementing a plan in an environmentally responsible manner <ul style="list-style-type: none"> The developments on the waterfront will meet the needs of the present without compromising the ability of future generations to meet their own needs Waterfront Toronto will develop its plans for the waterfront with a focus on the resilience of the surrounding environment 	5.1 Number of hectares (was acres in CP 19-23) committed to climate-positive developments	N/A—five-year measure	126.8
	5.2 Broadband coverage (number of people with access)	174 doors for Aquabella	174 doors for Aquabella
	5.3 Biophilic square metres of aquatic habitat created	120m ²	119,293m ²
	5.4 Biophilic metres of waterfront access	Nil	5,840m ²
	5.5 Quality of life: average distance to access transit	All projects planned at 500m	All projects planned at 500m
6. Financially self-sustaining designated waterfront area <ul style="list-style-type: none"> Waterfront Toronto's enabling works will mean that the residential and commercial developments are financially feasible for private developers, without government support 	6.1 Increase in residential sales prices per square foot	New five-year measure; will be reported in a subsequent Annual Report	
	6.2 Total population (residents, students, workers)	N/A—five-year measure	6,300
	6.3 New measure: combined tax revenue flowing to the three orders of government from private-sector	\$2.1B+	\$2.1B+
7. Promoting and encouraging involvement of the private sector <ul style="list-style-type: none"> Waterfront Toronto will assist other Canadian businesses succeed through partnerships 	7.1 Number of new developments and/or strategic partnerships cultivated	3+	33+
	7.2 Private-sector dollars invested in waterfront developments (includes proposed, approved, under-construction and completed projects)	2016–19: \$10B+	\$10B+
	7.3 Value of philanthropic, corporate sponsorship, and non-government sourced contributions	\$39M	\$153M
8. Encouraging public input <ul style="list-style-type: none"> Waterfront Toronto will foster public trust in its current and planned activities Waterfront Toronto will build public awareness of its past, current and planned activities 	8.1 Number of digital media hits	New measure; will be reported for first time in 2019-20	
	8.2 Number of public and/or stakeholder meetings held	62	397
	8.3 Number of media (i.e., radio, TV, print, online) references to Waterfront Toronto and its initiatives	7,993	2017–19: 11,188
	8.4 Number of times Waterfront Toronto staff have presented at conferences and industry events	New measure; will be reported for first time in 2019/20	
	8.5 Number of public meeting attendees self-identifying as residing outside the designated waterfront area	New measure; will be reported for first time in 2019/20	

The year in engagement & accountability

EFFICIENCY & ACCOUNTABILITY

Value of new funding secured

\$1.2B

Audits undertaken in 2018/19

4

Total \$ of competitive procurements awarded

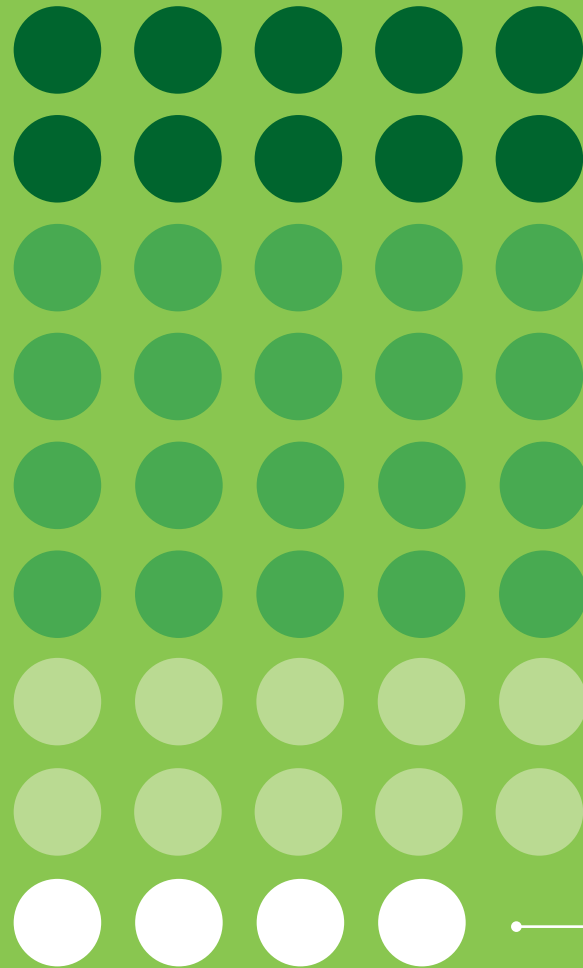
\$400M

Operating expenditures as % of capital expenditures

14%

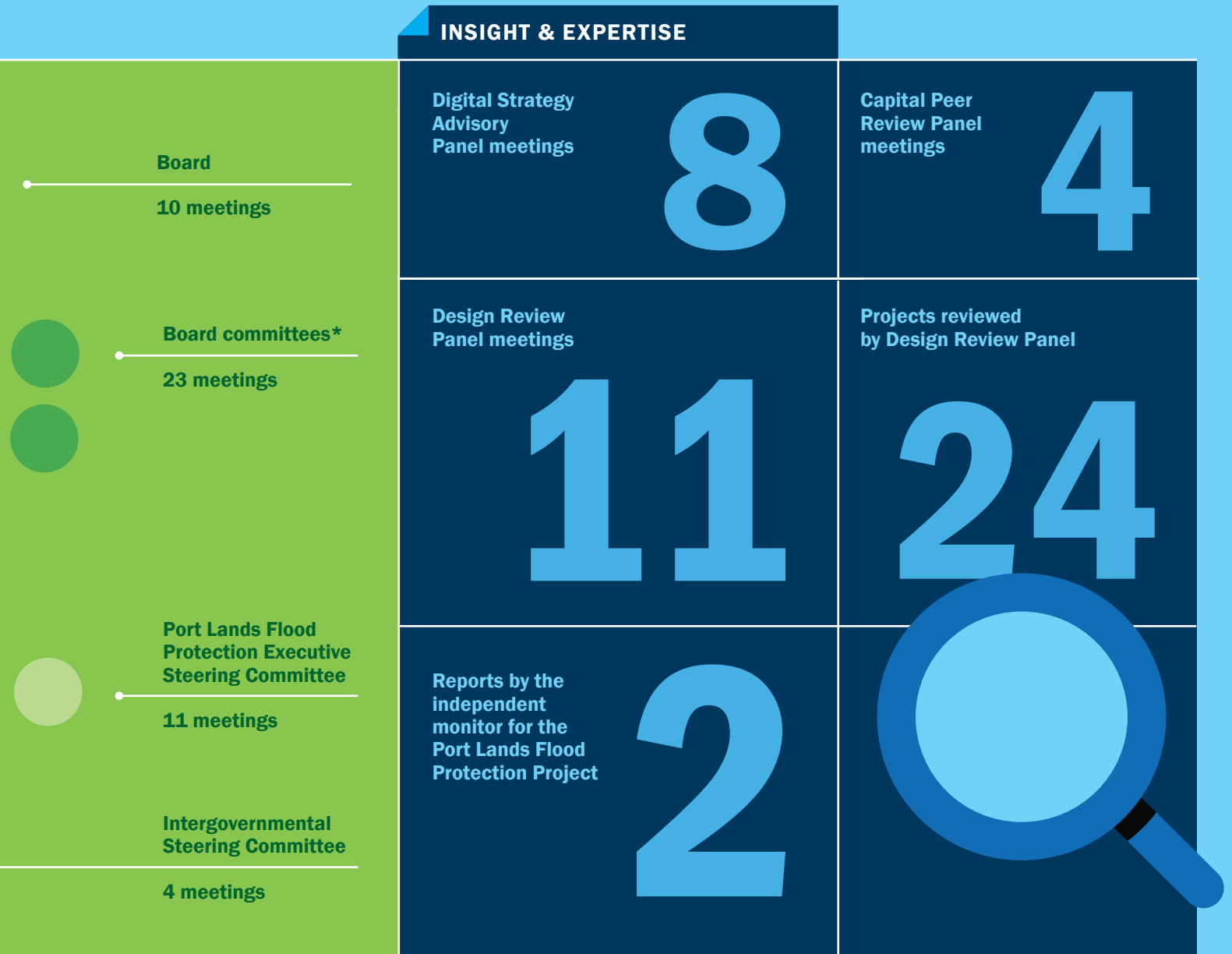
CONNECTION & COLLABORATION

Number of governance & oversight meetings



*4 Finance, Audit and Risk Management Committee + 11 Investment, Real Estate and Quayside Committee + 1 CEO Search Committee + 4 Chairs Committee + 3 Stakeholder Relations Committee = 23

Waterfront Toronto’s work is informed by a range of actors—from our Intergovernmental Steering Committee to the infrastructure experts who review our activities in the Port Lands to the architects and designers who lead our Design Review Panel. To enable input from community members and other stakeholders, we also make public many aspects of our work, such as procurement activity, planning documents and financial information. Across all our activities, our Board of Directors provides active oversight. The figures on this page reflect some of our accountability-related activity in the last fiscal year (April 1, 2018 to March 31, 2019).



Appendix 1



As a complement to the summary project updates in the body of this report (see pages 18–35), this appendix offers more detailed descriptions of the progress we made across our entire project portfolio in the last fiscal year (2018/19). A substantial proportion of the deliverables we set out to achieve in our corporate plan for this year (62%, or 38 deliverables) were not fully realized. The reasons for their deferral fall into four main categories:

- 1. External imperatives beyond our control.** Over two-thirds (68%, or 26) of the deliverables deferred this year were to accommodate a development partner, a utility company schedule or a government directive.
- 2. Budget mitigation.** About seven deliverables (18%) we deferred in order to avoid additional costs. For instance, we sometimes adjust construction schedules to avoid work in winter because it can lead to higher costs. Another example: if the construction tender for a park comes in over budget, we require the contractors to redesign and re-tender the work in order to meet project budget. We don't accept the budget variance in order to stay on schedule.
- 3. Corporate Plan re-prioritization.** Approximately four (11%) deliverables were core support activities that Waterfront Toronto leaders chose to defer in order to prioritize other core support work, notably Enterprise Resource Planning (ERP) implementation.
- 4. Weather conditions.** Approximately 3% of planned 2018/19 deliverables were delayed due to weather conditions. Adverse conditions can cause delays either because it's impossible to complete the work safely or, more typically, because we'll be charged a premium for completing the work while certain challenging conditions persist.

Note that none of these deferrals places the Corporation at risk of non-compliance with key contracts nor pose an overall budget risk.



- Achieved by March 31, 2019.
- Not achieved by March 31, 2019/deferred to a future year.

2018/19 Key Deliverables Scorecard

Project	2018/19 Deliverables*	Final Status	Comments
Port Lands			
Port Lands Flood Protection and Enabling Infrastructure Project implementation	Complete schematic and detailed design for key project elements such as bridges, roads, and landscaping.	●	Completed. Steel structure for Cherry Street North, Cherry Street South and Commissioners Street ridges has been procured with delivery scheduled beginning fall 2019. Foundation package for Cherry Street North Bridge has been procured with construction start scheduled for Q1 2019/2020. The design for Cherry Street North Bridge & Cherry Street realignment is at 100% and the design of Cherry Street South and Commissioners Street is progressing through 90% and is to be delivered in Q1 2019/2020. The design for Commissioners Street, Don Roadway and site-wide infrastructure including the Stormwater Management Facility and Sanitary Pumping Station is moving through 60% with submission during mid-Q1 2019/2020. Assessment of alternative options for integration of Lake Shore Bridge reconstruction with the City of Toronto's Gardiner Hybrid 3 is complete. Assessment of alternatives routes for connection of services to future Villiers Island including on bridges, below or within the river channel and overhead have been completed.
	Commence construction of the river-related project components (including the flood protection grading/foundation works covering the River South Precinct).	●	Completed. Preliminary earthworks including shallow excavation, site clearing and demolition is underway. The river valley construction methods are proceeding with revised design approach, which includes vertical cut-off walls and horizontal drainage and containment layer. The design for 51 and 63 Commissioners Street has advanced through to 100%. Procurement has been completed for this section and the contractor began mobilization to the site in March 2019. The remaining river valley barrier wall and floors have advanced through 60% at March 31, 2019. The design and procurement will be initiated in Q1 2019/2020. The procurement for the water treatment system is underway. The Permit to Take Water was received from The Ministry of the Environment, Conservation and Parks (MECP) in January 2019.
	Continuing work on the Community-Based Risk Assessment	●	Completed. The Community-Based Risk Assessment, which guides the environmental management strategy for the project, is ongoing with the second draft of the Community-Based Risk Assessment (CBRA) submitted in August 2018. MECP has reviewed the proposed soil movement and management plan. The team has updated the approach and resubmitted for final Ministry review in March 2019. The final Soil Management Plan with the MECP for review accommodates additional opportunities for soil reuse. The Site-Specific Risk Assessment areas (or Record of Site Condition areas) have been reduced to focus on parkland areas and Cherry Street north of Keating Channel. This should significantly simplify the administrative requirements and enable work outside of these areas to be guided by the CBRA.
Cherry Street Stormwater Management and Lakefilling Project	Complete construction of new shoreline and aquatic habitat.	●	In order to avoid unnecessary premium costs related to winter works, management has determined that marine work should be suspended until the spring. The construction of new shoreline and aquatic habitat will therefore be substantially completed by July 2019 instead of March 2019. The schedule extension aligns with the extension of the Clean Water and Wastewater Fund by the government from March 2019 to March 2020.
	Complete lakefilling to create about five hectares of filled area around the current Essroc Quay.	●	In order to avoid unnecessary premium costs related to winter works, management has determined that marine work should be suspended until the spring. The lakefilling to create the 5-hectare fill north and south of Essroc Quay was completed by May 2019 instead of March 2019.
	Completing the above two items will mean total completion of the Cherry Street Stormwater Management and Lakefilling Project.	●	Further to the schedule extension and to avoid premium costs, the total completion of Cherry Street Stormwater and Lakefilling Project was extended to December 2019. The majority of the construction activities will be completed by July 2019 and Waterfront Toronto is anticipating completion of seasonal work including fish habitat and landscaping by fall of 2019.

Project	2018/19 Deliverables*	Final Status	Comments
Complete Communities			
Bayside Phase I	Complete construction of Aitken Place Park (target completion by September 2018).	●	Park construction completion deferred to 2019/20 to be redesigned to meet budget (specifically, September 30, 2019).
	Complete construction of Phase I public realm for Bonnycastle Street.	●	Waterfront Toronto has deferred the start of construction for Phase 1 public realm for Bonnycastle Street until March 2019 with completion forecast by September 2019. This is as agreed with the developer Great Gulf in order not to interfere with the completion and occupancy of the Monde Condominium.
	Complete occupancy of the second residential building, Aquavista, a \$205-million building that includes 227 condominium units, 80 affordable rental units, and a City-run daycare facility.	●	Deferred. Artscape occupancy (affordable units) will begin in June/July 2019. Aquavista occupancy began February 2019. City-operated child-care facility is located in the third Bayside residential building, Aquabella.
Bayside Phase II	Complete construction and landscaping of Phase II local streets and public realm.	●	Expected completion of construction and landscaping of Merchants' Wharf is September 30, 2019 instead of July 2019 due to winter weather impacts.
	Close land transaction with Hines/Tridel for Blocks A1/A2 in Bayside to enable the construction of a \$320-million, 420,000-square-foot residential condominium building with a City-run community centre.	●	Deferred. The anticipated timing of closing the land transaction for Blocks A1/A2 in Bayside is during fall of 2019/20 to align with Bayside development partner and Hines/Tridel current project timeline.
Stormwater Management Facility	Complete installation of stormwater treatment process equipment for the Stormwater Management Facility (SWF).	●	Deferred. The award of the construction tender was deferred due to a required redesign of the facility to accommodate the approved realignment of the Gardiner Expressway East. The facility is now under construction: the pouring of concrete building walls started April 2019. There are no City or developer agreement issues related to this deferral.
	Install electrical equipment for the Cherry Street Sanitary Pumping Station (SPS) in the SWF electrical room and complete final commissioning of the SPS.	●	Completed. The Cherry Street SPS was commissioned October 16, 2018 with temporary power, providing the required capacity for the occupancy of the Monde and Aquavista condominiums. The SPS will be switched over to permanent power pending completion of the Stormwater Management Facility.
	Complete construction of the last section of the twin storm force mains on Queens Quay, to complete the connection from the SWF to the Bayside attenuation shaft.	●	Deferred. The alignment of the twin stormwater force main was revised to avoid the potential costs and impact related to constructing adjacent to a very old water main on Queens Quay. The City approved the revised alignment and construction commenced in March 2019. There are no negative cost or contractual issues resulting from this design and schedule change.
	Complete construction of Dockside/Bayside in-water storm pipe.	●	Deferred. Construction of Dockside/Bayside in-water storm pipe is deferred pending finalization of design. Expected completion is in fiscal year 2019/20.
Queens Quay East & Parliament Street Intersection	Complete environmental and geotechnical investigation and submit pre-submission forms to Ministry of the Environment and Climate Change.	●	Deferred. This work is on hold as Waterfront Toronto has brought on an innovation and funding partner to propose a plan for Quayside. Revised completion date has yet to be determined.
	Complete design and obtain approvals for dockwall/landfilling.		
	Negotiate acquisition of land related to road realignment and associated approvals.		

Project	2018/19 Deliverables*	Final Status	Comments
Broadview Avenue & Eastern Avenue Flood Protection	Complete Phase I of environmental assessment process.	●	Deferred. In July 2018, the City directed Toronto Region Conservation (TRCA) in conjunction with Waterfront Toronto and the City of Toronto to commence the Broadview and Eastern Flood Protection Project Municipal Class Environmental Assessment (EA). The project team has been meeting with other agencies to discuss approaches for integrating flood protection with other public capital projects. A second Community Liaison Committee was held on March 19, 2019. Work on the draft EA is ongoing and it is intended to go to City Council in November 2019. Pending council approval, the EA Notice of Completion will be filed soon after.
Queens Quay (Bay Street to Spadina Avenue) Revitalization	Transfer temporary overhead power connections to the new underground system and replace older hydro poles with Waterfront Toronto's signature light poles.	●	Deferred. Toronto Hydro anticipates completing its program by end of 2019, at which point Waterfront Toronto will commence the process of transferring the lighting and signals to permanent power.
Villiers Island Planning	Start the planning approvals for Phase I – zoning and Plan of Subdivision.	●	Deferred. Planning approvals for Phase I are on hold pending receipt, evaluation and decision-making of the Quayside Master Innovation and Development Plan (MIDP), which is currently targeted for end of year of 2019/20.
Dockside	Liaise with Menkes as they begin construction of Waterfront Innovation Centre, a \$200-million, 480,000-square-foot commercial building.	●	Completed. Construction of Waterfront Innovation Centre commenced August 2018. Waterfront Toronto is currently liaising with Menkes to approve remaining subleases.
	Complete construction of Dockside Block 1 dockwall reinforcing.	●	Completed. The construction of Dockside Block 1 dockwall reinforcing has been completed as of September 30, 2018.
	Complete construction and acceptance for streets.	●	Deferred. The completion of the public realm on Dockside Drive and Knapp Lane will be delivered coincidentally with the occupancies of the Waterfront Innovation Centre and George Brown College's builds set for 2020/21 and 2022/23 respectively.
West Don Lands Phase I	Assist developer with obtaining building permits for River City Phase IV to facilitate the construction of an \$80-million, 122,000-square-foot residential condominium building.	●	Completed. River City Phase IV construction has commenced in 2018.
West Don Lands Phase II	Assist in obtaining municipal approvals for Block 12/ Canary Phase IV to allow the construction of a \$200-million, 331,000-square-foot residential condominium building.	●	Completed. Construction (shoring/excavation) commenced in November 2018 with the issuance of building permit commencing in September 2019.
	Achieve municipal approvals on Block 13, Canary Phase 5, a \$380-million, 550,000-square-foot residential condominium building, and Block 10, a \$200 million, 296,000-square-foot mixed-use development with Anishnawbe Health Toronto, which includes a community health centre, hotel and purpose-built market rental.	●	Deferred. Block 13 is on hold pending design element discussions with Infrastructure Ontario and the City of Toronto. Site developer for this block is focusing on other sites within West Don Lands with aggressive delivery timelines. Waterfront Toronto is finalizing the development agreement with Anishnawbe Health Toronto for Block 10. The site developer and the City have come to agreement on massing—and the first site plan application submission is targeted for June 2019.
Parkside	Begin occupancy of Monde, a \$320-million, 476,000-square-foot residential building.	●	Completed. Occupancy has commenced as of March 31, 2019 for the 550-unit residential building.

Project	2018/19 Deliverables*	Final Status	Comments
Public Places			
The Bentway	Complete soft-scaping, lighting installation, and testing and commissioning of equipment. Open the space to the public.	●	Completed. The space was opened to the public in August 2018. Some of the deficiencies are weather dependent and are expected to be completed by April/May 2019.
Jack Layton Ferry Terminal Phase 1A	Complete construction of Phase 1A by May 2018.	●	Completed. The promenade opened on April 12, 2019.
Public Art	Complete procurement and substantially complete the installation of public art at the King/Queen Triangle in West Don Lands.	●	Deferred. Completion of King/Queen Triangle public art installation is deferred, possibly to 2022/23, due to unavailability of City funding.
	Complete public engagement, procurement, and design of "Destination" public art piece at Water's Edge Promenade in Bayside Phase 1.	●	Deferred. The public engagement, procurement, and design of the destination public art piece at Sherbourne Water's Edge is expected to commence late summer of 2019/20 and be completed in 2020/21.
York Street Park	Complete public design competition to procure park design team.	●	Completed. The public design competition funding has been extended to engage consultants to complete consensus design.
	Complete design and obtain approvals for park construction.	●	Deferred. Agreements with design consultants are complete. Design is ongoing and expected to be complete by end of 2019.
Rees Street Park	Complete public design competition to procure park design team.	●	Deferred. Rees Street Park is delayed due to ongoing coordination with the City of Toronto with respect to funding, timing and integration with overlapping infrastructure planned for the same site. Waterfront Toronto continues to work with Parks, Forestry and Recreation to engage the successful design proponent to help establish phasing strategies that align with other planned works, funding availability and cash flow.
Quayside			
Quayside Development	Undertake additional environmental studies for development blocks/sites.	●	Deferred. Expected completion in 2019/20. The Master Innovation and Development Plan (MIDP) timeline to completion has been extended and this has resulted in the need for environmental studies being deferred.
	Negotiate key terms and execute definitive documents.	●	Deferred. Waterfront Toronto and Sidewalk Labs will draft key terms concurrent with the planning and consultation for the MIDP, but will not undertake definitive agreements until after the MIDP is submitted to and considered by Waterfront Toronto. A Waterfront Toronto Board decision on the MIDP is currently anticipated for December 2019.
	Draft Master Innovation and Development Plan for Quayside and eastern waterfront.	●	Deferred. Waterfront Toronto received the first full draft of the Master Innovation and Development Plan (MIDP) from Sidewalk Labs in June 2019.
	Obtain Council approval of Business Implementation Plan for Quayside and areas of eastern waterfront in consultation with the City of Toronto.	●	Deferred. Key principles for the Business Implementation Plan (BIP) will be developed concurrently with the drafting of the MIDP, but work on the BIP will not begin until after Waterfront Toronto staff have completed their review of the MIDP and made a recommendation to the Board of Directors. A Waterfront Toronto board decision on the MIDP is currently anticipated in December 2019.
	Start process for municipal approvals.	●	Deferred. Expected commencement in 2019/20.
	Start process to select a development partner for the first development block in Quayside.	●	Deferred. Expected commencement in 2019/20.
	Commence Ontario Municipal Board hearing/settlements on Central Waterfront Secondary Plan.	●	Completed. The first Port Lands-related Ontario Municipal Board/Local Planning Appeal Tribunal pre-hearing took place on November 15, 2018.
	Commence North Keating Precinct Plan for 480 Lake Shore Boulevard and work with City of Toronto on McCleary District Precinct Plan.	●	Deferred. The McCleary District Precinct Plan will commence late 2019/early 2020 but North Keating Precinct Plan for 480 Lake Shore Boulevard is currently on hold.

Project	2018/19 Deliverables*	Final Status	Comments
Eastern Waterfront Transit			
Eastern Waterfront Transit	Complete Waterfront Transit Reset and provide recommendations to City Council regarding a preferred transit plan for the eastern waterfront.	●	Completed. Waterfront Toronto completed the Staff Report for Phase III of the Waterfront Transit Reset project in collaboration with the TTC, the City and a consultant. Executive Committee passed the report on April 9, 2019. We've also been preparing a corridor-wide vision for the public realm along the north side of Lake Shore Boulevard from Jarvis Street to Logan Avenue. We advanced the design to 30%, in order to inform an implementation and phasing plan that was reported to Council and MOE in April/May 2019. A survey has been completed and sub-surface utility engineering consultants have been procured to locate utilities in order to further inform the design.
Strategic Initiatives			
Innovation & Sustainability	Define a Climate-Positive Roadmap with the C40 Cities Climate-Positive Development Program, aiming to lower net annual greenhouse gas emissions in new developments like Quayside and Villiers Island.	●	Deferred. This deliverable is connected to the progress underway with Quayside and has been affected by the additional time required by the Innovation and Funding Partner to deliver their proposal.
	Work with the broader team on the Quayside development project; establish ambitious, precedent-setting targets to achieve greater sustainability outcomes.	●	Ongoing work on the Quayside development project in establishing targets to achieve greater sustainability outcomes.
	Update the Minimum Green Building Requirements to provide more ambitious targets and more effectively align with other green building standards.	●	Deferred. This deliverable is connected to the progress underway with Quayside and has been affected by the additional time required by the Innovation and Funding Partner to deliver their proposal.
	Work with Beanfield Metroconnect and continue activation of Wi-Fi in the waterfront public realm.	●	Completed. Strategies to ensure the activation of Wi-Fi in the waterfront public realm have been established with Beanfield Metroconnect.
	Launch an interim-use urban innovation lab on the Quayside site, in collaboration with industry partners.	●	Deferred pending the outcome of the MIDP evaluation.
Affordable Housing Initiative	Complete model for Affordable Housing Pilot Project.	●	Completed. The model has been completed and run by the Waterfront Toronto management team and the City's Affordable Housing Office.
Core Support Functions			
Indirect Corporate Operating (core support staff, tools, technology, occupancy, insurance and audit fees to support project delivery teams and governance framework)	Complete office space reconfiguration to support staff head count and create additional collaborative spaces.	●	The procurement, design and engineering work for office space reconfiguration will be completed in 2019/20.
	Develop five-year strategic business plan for approval by Board in December 2018.	●	Completed. The five-year strategic business plan was approved by Board on December 6, 2018.
	Fully implement Enhanced Governance & Risk Framework at both enterprise-wide and capital-project levels.	●	Completed. Enhanced Governance & Risk Framework has been fully implemented at both enterprise-wide and capital-project levels as of September 2018.
	Implement formal Performance Measurement Reporting Framework to track and report outcome-based measures.	●	Completed. The Performance Measurement Reporting Framework is implemented as part of the approved Five-Year Strategic Business Plan on December 6, 2018.
	Develop new employee performance management framework.	●	Deferred. Waterfront Toronto will be hiring an external consultant to assist and review the current employee performance management framework. This process will be initiated in 2019/20 and completed by March 31, 2020.
	Implement enterprise content-management strategy that includes retention and digitization principles for managing content throughout life cycle.	●	Deferred. Expected commencement following completion of new D365 Enterprise Resource Planning implementation.

Project	2018/19 Deliverables*	Final Status	Comments
Indirect Corporate Operating (core support staff, tools, technology, occupancy, insurance and audit fees to support project delivery teams and governance framework)	Roll out integrated communications strategy including new corporate narrative in all public-facing communications and engagement activity (such as staff and board training with elevator pitches, case for support materials, and key messaging; new standard presentation and templates; proactive media relations; external public-relations and government-relations support as required).	●	<p>Completed.</p> <ul style="list-style-type: none"> • New narrative language was incorporated into the Corporate Plan and Annual Report as well as in project messaging and pop-ups; a standard presentation template was developed as well as a new media kit, and new newsletter templates reflecting our new style guide. • Proactive media and government relations were undertaken for critical events such as the announcement of the Waterfront Innovation Centre and the York Street Park and Rees Street Park Design Competitions; the release of the Plan Development Agreement with Sidewalk Labs; public consultations on the Port Lands Flood Protection and Quayside projects; the Port Lands Flood Protection Project groundbreaking; the opening of the Port Lands Flood Protection Project drop-in centre; and the announcement of the Civic Labs series. We also incorporated new narrative language into all communications related to the release of our Corporate Social Responsibility & Sustainability Report.
	Undertake prototyping and testing of new engagement methods—both in-person and digital—including multiple scales of pop-up consultation and engagement, developing catalogue of consultation and engagement tools, and building up internal capacity for facilitation and engagement.	●	<p>Completed.</p> <ul style="list-style-type: none"> • A total of 20 pop-up engagements took place across the city in targeted neighbourhoods, reaching thousands of people and new audiences outside of the central waterfront area. • Engagement of 10 contract facilitators increased our internal capacity to carry out facilitation and engagement opportunities. • Our digital engagement included eight surveys focused on the Port Lands and Parks, and the launch of two dedicated project websites for Port Lands and the York and Rees Street Park Design Competitions.
	Develop social media application for digital public consultation, with integration to new Customer Relations Management database.	●	Deferred. The CRM functionality of the new ERP system has been deferred to future years.
	Integrate programming strategy with public engagement overlay.	●	Completed. Waterfront Toronto continues to integrate programming strategy which will incorporate new public engagement methods such as movie nights in Corktown Common, sponsorship of Skate Nights at Bentway with Winter on the Waterfront engagement module.
	Develop and implement thought leadership strategy encompassing speaking engagements, workshops, white papers, symposia, and publications.	●	<p>Completed.</p> <ul style="list-style-type: none"> • Continue to facilitate speaking opportunities for key staff, including high-profile conferences and events, higher-education institutions, visiting delegation tours, etc.; public engagement module developed to solicit input into research/thought leadership for best waterfront vision. • Participated in a number of thought leadership events including Civic Labs; public talks on complete streets, housing and sustainable cities; the Waterfront for All AGM; and presentations related to Quayside Evaluation Criteria and our waterfront vision. We also launched new educational materials, including a primer on data trusts that we (along with Sidewalk Labs) commissioned from the MaRS Solutions Lab.

Appendix 2

Reconciliation to Audited Financial Statements

In accordance with Canadian public-sector accounting standards for government non-profit organizations, the total capital investments of \$150.8 million are reflected in the Corporation's March 31, 2019 audited financial statements as follows:

Capital Investments	\$ millions
Statement of financial position/Note 6: Additions to/increase in Assets Under Development	\$ 139.1
Statement of financial activities Expenses	7.4
Note 18: Trust under administration Capital Investments—The Bentway	3.8
Note 4: Deposits and prepaid expenses Prepaid insurance recognized as an asset in the audited financial statements	0.5
Total Capital Investments (see page 38)	\$ 150.8

Capital funding of \$203.1 million is reflected in the Corporation's March 31, 2019 audited financial statements as follows:

Capital Funding	\$ millions
Statement of financial activities Revenue	\$ 170.7
Net other operating income	2.3
Other income from sale of land	29.2
Note 18: Trust under administration Philanthropic contributions	0.9
Total Capital Funding (see page 41)	\$ 203.1

Our executive team



Michael Nobrega

Interim President and CEO

Meg Davis

Chief Development Officer

Chris Glaisek

Chief Planning and Design Officer

David Kusturin

Chief Project Officer

Lisa Taylor

Chief Financial Officer

Leslie Gash

Senior Vice President, Development

Julius Gombos

Senior Vice President, Project Delivery

Kathleen Niccols

Senior Vice President, Corporate Strategy

Cameron MacKay

Vice President, Strategic
Communications and Engagement

Pina Mallozzi

Vice President, Design

Kristina Verner

Vice President, Innovation,
Sustainability, and Prosperity

Ian Beverley

General Counsel



20 VOICES



#20

“Even after years of work with Waterfront Toronto, I’m still amazed at the transformation along the lake. Areas that were once brownfields are now some of the most vibrant places in the city—and they’re at the leading edge of sustainable design and innovation. It shows what can happen when we think big and work together.”

Mark Wilson,
past Chair, Waterfront Toronto Board of Directors

Join us online



Waterfront Toronto

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