



WATERFRONToronto

Corporate

# Social Responsibility & Sustainability

Report

2012

**building our new blue edge**



Toronto Ontario Canada



# Table of Contents

Overview	1.1
Message from CEO	2.1
Who We Are	2.4
Financial Highlights	2.12
What's in Our Report	2.13
Environment Performance Measures	3.1
Aquatic Habitat	3.2
LEED Gold Certification	3.6
Initiatives Supporting Energy Efficiency	3.7
Carbon Emissions	3.11
Water Conservation	3.14
Land Remediation	3.15
Waste Diversion	3.17
Environmental Non-Compliance Orders	3.19
Office Sustainability	3.20
Social Performance Measures	4.1
LEED for Neighbourhood Development	4.2
Waterfront Access	4.3
Design Excellence	4.5
Stakeholder Satisfaction	4.6
Health and Safety	4.11
Planning for Success	4.12
Community Engagement Initiatives	4.13
Economic Performance Measures	5.1
West Don Lands Flood Protection Landform	5.2
Direct Economic Value Generated and Distributed	5.3
Infrastructure Investments and Services	5.4
Indirect Economic Impacts	5.7
Funds Contributed from Other Sources	5.9
GRI Index	6.1
Awards and Recognition	7.1
What's Ahead	8.1
Glossary of Terms	9.1
Appendix	i



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## Overview

**Waterfront Toronto is the public advocate and steward of waterfront revitalization, mandated to deliver sustainable, mixed use communities integrated with parks and open spaces. The project will ultimately deliver 40,000 new residences, 40,000 new jobs, and 300 hectares of public parks, making it one of the largest waterfront brownfield revitalization projects in the world.**

With unflagging commitment to bring this vision of a sustainable waterfront to life, we are pleased to share Waterfront Toronto's first Corporate Social Responsibility and Sustainability Report. The report provides information to stakeholders on how we are working to deliver a revitalized waterfront by examining our vision for sustainability and reviewing performance since its inception. A balanced triple bottom line approach is taken, quantifying success not by economics alone, but also through measurable environmental and social improvements.



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This is next generational development. It's smart growth in every sense of the word; when you look at the type of development that will be going onto this site, when you look at the type of uses that will be on the site. When you look at the rehabilitation of this particular site, it means green growth, it means healthy growth, it means quality of life growth.

**Honourable Bob Chiarelli**  
Minister of Energy





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## Message from CEO



**It gives me great pleasure to share Waterfront Toronto's first Corporate Social Responsibility and Sustainability Report. As the President and CEO since 2003, I've had the pleasure of leading a dynamic and accomplished team of professionals dedicated to making Toronto's waterfront the envy of the world.**

Waterfront Toronto is the public advocate and steward responsible for waterfront revitalization. We were created by the City of Toronto, the province of Ontario, and the Government of Canada in 2001 and given a 20-year mandate and \$1.5 billion of seed capital to transform 800 hectares of brownfield lands.

Since our founding, our vision has been to revitalize Toronto's waterfront into a spectacular public destination with vibrant public and cultural spaces and beautifully designed sustainable mixed-use neighbourhoods inspired by their unique locations.

Our approach right from the start has been strategic revitalization as opposed to simple real estate development. Our model is based on integrated principles that bring together sustainable development, excellence in urban design, and leading technology infrastructure, while delivering important public policy objectives. We are reconnecting people with the waterfront and implementing key economic, environmental, and social benefits that enable Toronto to compete aggressively with other top tier global cities for investment, jobs, and people.

We've spent the last decade fulfilling our commitment to create a revitalized waterfront that sets a national and global model for sustainability. We are pleased to present this Corporate Social Responsibility and Sustainability Report as our record of how we have lived up to this commitment.

The Corporate Social Responsibility and Sustainability Report demonstrates our progress, challenges, and achievements, supporting our dedication to transparency and open communication, and also providing our stakeholders with a mechanism to understand and evaluate our work. It covers the period from the establishment of the Corporation in 2001 to December 2012, and will form the basis of future reports.





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In preparing this report, we chose the Global Reporting Initiative (GRI) 3.1 framework, which is an internationally accepted independent standard for reporting on sustainability performance. We based our reporting on GRI's G3.1 Guidelines as well as the Construction and Real Estate Sector Supplement, which covers key sector-specific issues. This report is aligned with the requirements of GRI Application Level C.

The content of our report is based on a material set of performance measures that align with the three areas of sustainability referred to as the "triple bottom line": environmental, social, and economic. The triple bottom line embraces an expanded set of standards for measuring success by reporting social and environmental performance, in addition to economic accomplishments.

The **Environment** pillar addresses priorities such as climate change, conservation, energy, habitat loss, and water conservation. Waterfront Toronto's communities will strive to be amongst the greenest in the world, delivering a lasting legacy as a model for sustainability. The **Social** theme discusses issues of diversity and equity. Our neighbourhoods will provide functional and efficient spaces that deliver a high quality of life designed for every walk and stage of life. Finally, the **Economic** category speaks to advancing innovation, creating meaningful employment opportunities, and attracting tourism and knowledge-based industries. This will give rise to Toronto as a centre of economic growth and creativity, providing lasting and sustainable benefits.

Some of the performance we are proud of from these themes include:

- meeting our target with several LEED® Gold buildings complete and under construction;
- 496 affordable housing units under construction, including interim housing for the 2015 Pan/Parapan American Games athletes;
- flood protection for 245 acres of land as a result of the Flood Protection Landform in Don River Park;
- the creation of 108,920 m<sup>2</sup> and 3,133 linear metres of aquatic habitat; and
- meeting our waste diversion target of 50% for construction and demolition debris, and in some cases exceeding it.

Working collaboratively with public and private partners and community stakeholders, we have also delivered 17 new and improved parks and public spaces such as Sugar Beach, Sherbourne Common, Underpass Park, and several beautiful wave decks in the Central Waterfront.



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We have made major progress in transforming streets in the Central Waterfront, with construction underway to revitalize Queens Quay. This project will balance the needs of all users by accommodating transit, bicycle, pedestrian, and auto traffic, while enhancing landscape features and the public realm. This will create an iconic street for Toronto's Waterfront.

While we are proud of these achievements to date, Waterfront Toronto has had many challenges. The implementation of sustainable community-based district energy delivery systems has proven to be difficult across the waterfront. However, we are pleased to have a strategy in the East Bayfront precinct focused on the development of a distribution network that may be phased in over a number of years as commercial and residential development occurs. A provider has engaged with the Corus Quay building as a first customer and has plans to expand into the precinct. The provider will introduce a district energy heating (hot water) distribution system, using local heating sources, and ultimately cooling.

As we present this report on our progress so far, we continue to look towards the innovation that will be realized in the waterfront by the Intelligent Communities initiative. A core component of the intelligent community on the waterfront is the deployment of Canada's first open access ultra-broadband network. This infrastructure ensures Toronto is among only a handful of global cities that can realize the value of such an advanced open communications network.

This network will connect residences, workplaces, and public institutions to each other and the world, enabling complex projects to be completed faster, buildings to run more efficiently, and residents to access a range of services and opportunities for social interaction. Waterfront Toronto is developing its new neighbourhood with intelligent community principles at their core to contribute to local job creation, economic development, and to future proof these new areas by creating a sustainable, scalable information and communications technology platform.

With these goals in mind, we will continue to make great strides in delivering a beautiful, sustainable, and revitalized waterfront. We hope you enjoy this report and we encourage you share your thoughts with us.

**John Campbell**

CEO, Waterfront Toronto



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## Who We Are

The revitalization of Toronto's waterfront represents a multi-decade collaboration, originally initiated to address Toronto's bid for the 2008 Olympics and evolving into the creation of the Toronto Waterfront Revitalization Corporation in 2001, the organization to lead and oversee the revitalization project. Like most modern urban waterfronts, Toronto is characterized by large tracts of government owned lands which are in large part vacant, underutilized and/or zoned for industrial use. The high percentage of public ownership of Toronto waterfront lands and their prime location adjacent to the financial core are important elements of Toronto's waterfront, creating an unprecedented opportunity to transform the face of Toronto.

As a result, in November 2001 the three orders of government, the City of Toronto, Province of Ontario, and the Government of Canada, committed \$1.5 Billion (\$500 million each) as well as land as seed capital to kick start the revitalization of Toronto's lakefront. They also established Waterfront Toronto (legally known as the Toronto Waterfront Revitalization Corporation) to oversee all aspects of the planning and development of Toronto's waterfront. In December 2002, the government of Ontario passed the Toronto Waterfront Revitalization Corporation Act, the legislation which defines the Corporation's objectives, powers, obligations, and authority.

The project will ultimately deliver 40,000 new residences, 40,000 new jobs, and 300 hectares of public parks, making it one of the largest waterfront brownfield revitalization projects in the world. The scale of Waterfront Toronto's two active downtown precincts is shown in the following chart, which details proposed build out in square feet.

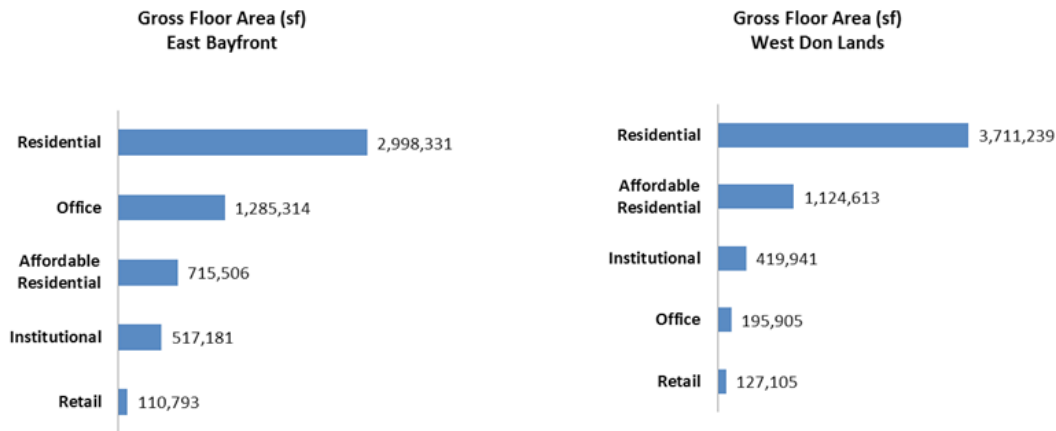


Twelve years ago we made it our mission to work with our partners to ensure that The Living City, our vision of sustainability, was built upon a natural foundation of healthy rivers and shorelines, greenspace and biodiversity and sustainable communities. In that time, we have worked with a great many partners to move the sustainability agenda forward across the Greater Toronto Area and beyond. I am pleased to say that one of those partners is Waterfront Toronto. Since the formation of Waterfront Toronto in 2001, about the time we adopted The Living City vision, we have worked closely with them to create and implement projects designed to transform the waterfront and make it a world class example of sustainable development and re-development.

### **Brian Denney**

Chief Executive Officer  
Toronto and Region Conservation





Waterfront Toronto’s mission is to transform the Toronto waterfront into a series of sustainable, mixed use urban precincts integrated with parks and open spaces that greatly expand the City’s capacity for urban living, employment and recreation and reconnect people with the waterfront. Successful revitalization of Toronto’s waterfront requires bringing together the most innovative approaches to real estate development, planning, design, and construction in a highly collaborative and holistic manner. To facilitate this mandate, sustainability measures, which include environmental responsibility, social diversity, and economic activity, are embedded within every element of Waterfront Toronto’s triple bottom line approach to revitalization.

For planning purposes, land under Waterfront Toronto’s jurisdiction has currently been divided into five precincts; Central Waterfront, East Bayfront, West Don Lands, Lower Don Lands, and the Port Lands. The aim for each of these precincts is to develop high performance, self-sufficient neighbourhoods with land use functions that facilitate sustainable patterns of behaviour from residents and visitors alike. These will be new types of neighbourhoods for Toronto, with thoughtful consideration of neighbourhood pattern and design, linkages and connectivity to existing communities, and green, efficient infrastructure and buildings.

In addition to these precincts, Waterfront Toronto is transforming the wider waterfront including sites in Mimico in the west to Port Union in the east. Click “View Map” on [Waterfront Toronto’s main website](#) for further details on wider waterfront projects.





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## Waterfront Toronto's Precincts

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### PUBLIC POLICY OBJECTIVES

Waterfront Toronto's key objective is revitalization as opposed to the redevelopment of the waterfront. This important distinction means that Waterfront Toronto's revitalization approach is based on delivering broader public policy, social, economic and environmental objectives and not simple real estate development of the Waterfront.

Waterfront Toronto's revitalization activities build on City and Provincial smart growth policies and objectives, including the Central Waterfront Secondary Plan and the Places to Grow Plan for the Greater Golden Horseshoe. By revitalizing Toronto's waterfront, the following key government public policy objectives are being achieved:

- Reducing urban sprawl;
- Developing sustainable communities;
- Increasing the supply of affordable housing;
- Creating more parks and public spaces;
- Expanding public transit; and
- Increasing economic competitiveness.



When I was looking for job opportunities I had decided that I wanted to be part of something that made a positive impact and shared in a similar vision. When I came across the Waterfront position I felt a buzz that I may have found what I was looking for...I am excited that one day I will be able to walk in Don River Park and tell my kids and grandkids I had a part in this, however small. I am proud of all that has been accomplished so far and look forward to all that is to come in the future.

**Sam Coles**

Assistant to Program Management





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## **GOVERNANCE AND ACCOUNTABILITY**

Openness, public accountability and transparency are fundamental tenets of Waterfront Toronto's operations. This includes interactions with the public through our extensive public consultation processes, as well as with the private sector; particularly with respect to planning, design, contracting and procurement.

Waterfront Toronto's management structure and systems provide the effective governance processes through which priorities and plans are set, and resources are allocated to the key priorities for waterfront revitalization. The executive team is led by John Campbell, President and CEO, supported by officers of the Corporation, strong mid-level management and support staff, consisting of a combination of public and private sector subject-matter experts. Well-established program management processes and information systems are core to Waterfront Toronto's accountability.

A highly capable cross-disciplinary Board of Directors, chaired by Mark Wilson, and including leading representatives of the financial, political, academic, cultural, and real estate communities, have been appointed by the three levels of government. The Board has further established sub-committees to provide ongoing oversight and advice to management and stakeholders. Finally, Waterfront Toronto is continually audited by all orders of government to ensure accountability and value for money is maintained.

Waterfront Toronto has five board committees, which are appointed by the Board. Each committee has a minimum of 3 board members and is chaired by a person appointed by the Board. The CEO is invited to all meetings and the committee Chair reports to the Board following each meeting. Waterfront Toronto's committees are briefly described below:

### **Finance, Audit and Risk Management Committee**

This committee reviews the Corporation's annual and quarterly financial statements and recommend the approval of audits. The committee also provides recommendations to the Board regarding financial matters, including annual and longer term budgets, variances in material capital project expenditures, business plans, period forecasts, long term financial plans, the adequacy of financial resources and cash flow, and the financing of various projects. The committee also reviews significant matters involving risk management activities.



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### **Human Resources and Compensation Committee**

This committee creates and reviews the Human Resources systems necessary to attract and retain talent and to utilize best practices in areas such as compensation, recruitment, training, employee relations, talent management, performance management, and benefits.

### **Governance Committee**

This committee develops and monitors governance standards and best practices, and communicates them to other committees. The governance committee also recommends which committees and members are appropriate; develops the mandate of committees; and creates position descriptions for the Chair and CEO.

The committee facilitates public access to meetings by providing the public notice of any committee meeting by confirming the date, time, place, and agenda at least 5 business days before the meeting; posting the minutes on the website; and on an annual basis, reviewing and making recommendations concerning public access to meetings.

### **Investment and Real Estate Committee**

This committee provides advice to the Board on major development projects including recommendations on third parties to be engaged. The committee also oversees the implementation and execution of third party development projects approved by the board; conducts reviews and evaluates real estate purchases and divestitures proposed by management; and oversee the implementation and execution of real estate transactions approved by the board.

### **Communications and Marketing Committee**

This committee reviews and evaluates the integrated strategic communications plan. This includes directing the Corporation's branding strategy, reaching target audiences, promoting national and international recognition, and developing district marketing tool kits. The committee also provides guidance and a venue for collaboration with management in the areas of sponsorship and partnership, including philanthropic opportunities.

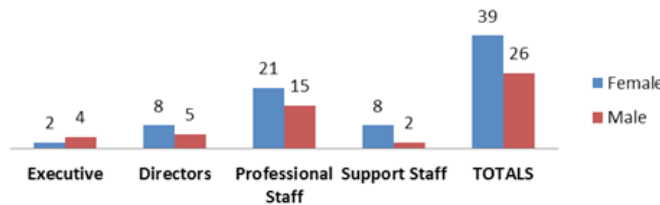


### Waterfront Toronto Staff

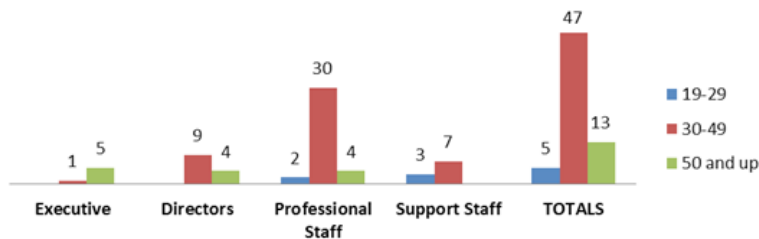
Waterfront Toronto is comprised of 65 full-time staff members, including planners, architects, engineers, as well as communications, marketing and financial professionals. All staff members work from one location in Toronto in one of the following departments: Administration, Finance, Legal, Planning and Design, Development, and Operations. Based on a 2010 Employee Opinion Survey, the overall level of satisfaction was rated at 89%. Staff members enjoy coming to work, feel safe, have good relationships with co-workers, and are proud to work at Waterfront Toronto.

Waterfront Toronto is proud of its culture of open communication and integrity amongst staff and stakeholders. The senior management team and the CEO are accessible and available to those who wish to express concerns, or provide recommendations on any issue. To support this openness, Waterfront Toronto has a guideline on Disclosure of Wrong-Doing, which allows employees, stakeholders, and the public to voice concerns related to questionable financial matters, unethical business conduct, violation of laws, danger to health and safety, and damage to property.

### Break-down of Staff by Gender and Classification



### Break-down of Staff by Age and Classification



Over half of staff members at the highest levels of management (executive and director) are women; over half are also between the ages of 30-49. Overall, Waterfront Toronto’s staff represents a well-balanced mix of gender and age groups.



## CORPORATE OBJECTIVES

In 2001, Waterfront Toronto established Guiding Principles and Corporate Objectives to set performance expectations based on the Corporation's vision. The performance measures that are detailed in this report translated these objectives into quantifiable indicators that can assess Waterfront Toronto's success.

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### Guiding Principles

### Corporate Objectives

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#### SUSTAINABLE DEVELOPMENT

To develop world leading social, cultural, environmental, and economically sustainable communities

#### PUBLIC ACCESSIBILITY

To be a trusted public steward by actively involving the community and other stakeholders in all major revitalization activities

#### ECONOMIC PROSPERITY

To create a waterfront that is inviting and accessible for living, working and playing for all age groups, families and economic levels of the public

#### DESIGN EXCELLENCE

To promote employment growth for the waterfront, particularly for creative knowledge based employers

#### FISCAL SUSTAINABILITY

To build a waterfront characterized by high quality design and culture that contributes to how Toronto is perceived by the world

#### OPERATIONAL EFFECTIVENESS

To attract and leverage private sector development by maximizing value creation through strategic public sector investment

To achieve stated long term plan deliverables

To provide a work environment that is motivating and inspirational that contributes to attracting and retaining top talent

To maximize value for money through the effective and efficient management of the Corporation

To advance objectives of revitalization by strengthening the Corporation's governance practices and its relationships with key stakeholders and agencies

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## **BUSINESS MODEL**

At Waterfront Toronto's inception, each level of government committed \$500 million (\$1.5 billion in total) as seed capital to help catalyze waterfront revitalization. In addition, the Province and the City committed the proceeds from the sale and lease of government owned lands in the Designated Waterfront Area to be reinvested back into the revitalization program.

Waterfront Toronto's funding model leverages public capital by working with public and private development partners who purchase or lease land for development. The money earned is used to further fund public infrastructure. Developers are held to specific requirements concerning the design, sustainability and construction of their projects through legally-binding Development Agreements and financial penalties for non-compliance.

The Corporation is currently managing activities derived from government funding, interest and short term rental income, and land sales/financing. Waterfront Toronto's business model is predicated on the ability to phase development in order to allow land sale revenues to pay for the incremental infrastructure investment required to remediate and service lands for development.

## **DEVELOPMENT APPROACH**

Waterfront Toronto has planning and development controls over undervalued and underutilized publicly held waterfront lands. By undertaking most of the upfront work, Waterfront Toronto has improved building conditions, land values and attracted private sector investment. This upfront work includes building major parks and public spaces, ensuring that zoning is in place, building roads and services, and remediating contaminated soil. This provides the private sector a higher level of certainty in undertaking development on the waterfront and leaves them with the two risks they are best able to manage: market and construction risk.

Waterfront Toronto's development approach is also based on partnering with private sector companies that share the vision and values of waterfront revitalization. These partners are passionate and committed to building a better city and raising the bar for development in Toronto.



Unlike the past where we built buildings first, what Waterfront Toronto is doing first is building the space for people which says that our waterfront is for all Torontonians, irrespective of background or income.

**David Miller**

Former Mayor of Toronto





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## **Financial Highlights**

For details on Waterfront Toronto's annual reports and financial statements, please visit our [Corporate website](#).



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## What's in Our Report

This is Waterfront Toronto's first Corporate Social Responsibility and Sustainability Report. It covers the period from the establishment of the Corporation in 2001 to December 2012. The report provides information to stakeholders on how we are working to deliver a revitalized waterfront by examining our vision for sustainability and reviewing performance since its inception. A balanced triple bottom line approach is taken, quantifying success not by economics alone, but also through measurable environmental and social improvements. Our first Waterfront Toronto Corporate Social Responsibility and Sustainability Report signals a significant move from project planning to implementation for a growing portion of our responsibility.

We chose the Global Reporting Initiative (GRI) framework, which is an internationally accepted independent standard for reporting on sustainability performance. We based our reporting on GRI's G3.1 Guidelines as well as the Construction and Real Estate Sector Supplement, which covers key sector-specific issues. Sustainability reporting allows organizations to collect data, analyze performance, identify and communicate strengths and weaknesses, and most importantly improve performance. Sustainability reporting also promotes transparency and accountability.



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It is important that we view these kinds of things as a long-term strategy. Three levels of governments all participate, they all actually benefit from these kinds of projects in the sense that it leads to better health, it leads to better communities, it leads to public safety. So we are all connected and interwoven, it's important for us to work together and make this happen.

**Bernard Trottier**

MP Etobicoke-Lakeshore





## BOUNDARY OF THE REPORT

The triple bottom line performance measures included in this report covers three core boundaries, which represent functions over which Waterfront Toronto exercises control or influence and which generate significant impacts, as displayed below.



**CORPORATE OPERATIONS** refers to activities related to Waterfront Toronto’s internal operations and include office sustainability efforts and staff development.

**PROJECT IMPLEMENTATION** makes up the core of our performance and refers to project-related implementation. This includes performance related to our Minimum Green Building Requirements, land remediation, flood protection, and aquatic habitat. Some of these items are designed and implemented by our development partners who undertake work based on Waterfront Toronto policy direction. For example, our developer partners are contractually obligated to meet our Minimum Green Building Requirements and apply our Environmental Management Plan.

**LOCAL COMMUNITY** relates to the impacts of Waterfront Toronto on end-users, such as employment generated, community investments and parks and open spaces created.

While Waterfront Toronto’s 2,000 acres spans the wider waterfront from Mimico in the west to Port Union in the east, the focus of this Corporate Social Responsibility and Sustainability Report is on the three main downtown precincts currently under development. Although we have included habitat data from projects in the wider waterfront area, the majority of performance reported on is from the East Bayfront, West Don Lands, and the Central Waterfront. We intend to provide additional information on the performance of the entire waterfront site in future reports.



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We have recently begun including data collection requirements in contracts with all of our developer partners and contractors. We have done so to ensure we have relevant, comprehensive, and reliable data on which to base our continued sustainability reporting. As new developments are completed and become operational, we will work with condominium corporations and property managers to obtain information so that future reports will expand to include actual performance data such as energy and water use.

## **DEFINING PERFORMANCE MEASURES**

The process for defining report content followed the GRI methodology as described in the “Guidance on Defining Report Content” and the technical protocol “Applying the Report Content Principles”. For the identification of relevant topics, Waterfront Toronto developed a Sustainability Framework that identified 11 key themes. To prioritize the topics, Waterfront Toronto undertook a corporate Performance Management Program that examined an expanded list of priority topics based on alignment with corporate objectives. These corporate objectives were identified as both significant to Waterfront Toronto and to its stakeholders. Finally, the validation process condensed the number of performance measures based on report scope, boundary, and availability of data to produce the material set of sustainability indicators that this report is structured around.

### **Developing Our Sustainability Framework**

Since its inception, sustainability has been core to Waterfront Toronto’s mandate. The sustainability journey took a formal route in 2005 with the release of the Sustainability Framework. The Sustainability Framework was developed using key stakeholders from the three levels of government, consultants, university experts, and agencies, such as the Toronto and Region Conservation Authority. Global authorities and resources such as the Organization for Economic Co-operation and Development (OCED), City of Vancouver, Beddington Zero Energy Development in England, and others were researched and drawn upon to establish direction and priority areas for performance.

The purpose of this roadmap document was to identify both the vision for sustainability and the steps that would be taken to achieve that vision. This was accomplished by translating general commitments into clear goals with specific actions and targets, and by providing a strategy to integrate sustainability principles into all facets of Waterfront Toronto operations and decision-making.





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The Sustainability Framework is divided into 11 themes, each with specific objectives and targets. These themes were deemed to be the most material to Waterfront Toronto and include:

- 1.** Energy
- 2.** Land Use
- 3.** Transportation
- 4.** Sustainable Buildings
- 5.** Air Quality
- 6.** Human Communities
- 7.** Cultural Resources
- 8.** Natural Heritage
- 9.** Water
- 10.** Materials and Waste
- 11.** Innovation

The Sustainability Framework was peer reviewed by a third party of recognized world leaders in sustainability. A team of Swedish experts, coordinated by the Swedish Trade Council, which included university researchers, municipal officials, and sustainability practitioners, provided a balanced and objective review. They confirmed that the Sustainability Framework embraces goals and implementation strategies consistent with sustainability leadership. Sweden is recognized as a global leader in the development of sustainable communities.

As a result of this initiative, Waterfront Toronto developed a variety of implementation tools that have set the policy framework of how sustainability is embedded into everything we do. This includes our Environmental Management Plan, Minimum Green Building Requirements, Parks and Open Space Guideline, and the Carbon Tool.

### **Selecting Performance Measures**

In 2007, Waterfront Toronto undertook a corporate Performance Management Program. This project aligned the Sustainability Framework with Waterfront Toronto's strategic business plan, corporate objectives and operations, embedding sustainability performance measures. This process extended the objectives and targets from the Sustainability Framework to include performance measures for all six corporate objectives, establishing quantifiable measures that broadly address Waterfront Toronto objectives.



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The six objectives include:

1. Sustainable Development;
2. Design Excellence;
3. Public Accessibility;
4. Economic Prosperity;
5. Fiscal Sustainability; and
6. Operational Effectiveness.

In many cases, the performance measures in this report align with the corporate objectives. For example, waterfront access aligns with Public Accessibility, LEED Gold certified buildings and neighbourhoods align with Sustainable Development, and the direct and indirect economic performance measures align with Economic Prosperity and Fiscal Sustainability objectives.

The process also assigned relative weightings to themes, set targets, and identified a comprehensive set of priorities that addressed performance related to short term/construction activities through to long term/resident and end-user actions. In some cases, targets have been set for performance measures in this report. For instance, 100% of Waterfront Toronto buildings must achieve LEED Gold certification; energy efficiency for buildings must be at least 40% better than the Model National Energy Code for Buildings, and we have set a 50% waste diversion target. As other performance measures become more material, we will continue to add targets in future reports.

### **Performance Measures and Current Activities**

We condensed the priority performance measures into a smaller group based on the status of development and the availability of supporting data. For example, a performance measure on tracking car use by Waterfront Toronto residents was dropped because we didn't have any residents to track. On the other hand, measures pertaining to construction waste diversion and the creation of aquatic habitat were kept because they not only reflected the current stage of development but also the availability of data. We also choose the performance measures to report on based on their significance to our stakeholders – businesses, governments, and residents – and to our organization. This is illustrated in the Materiality Matrix.

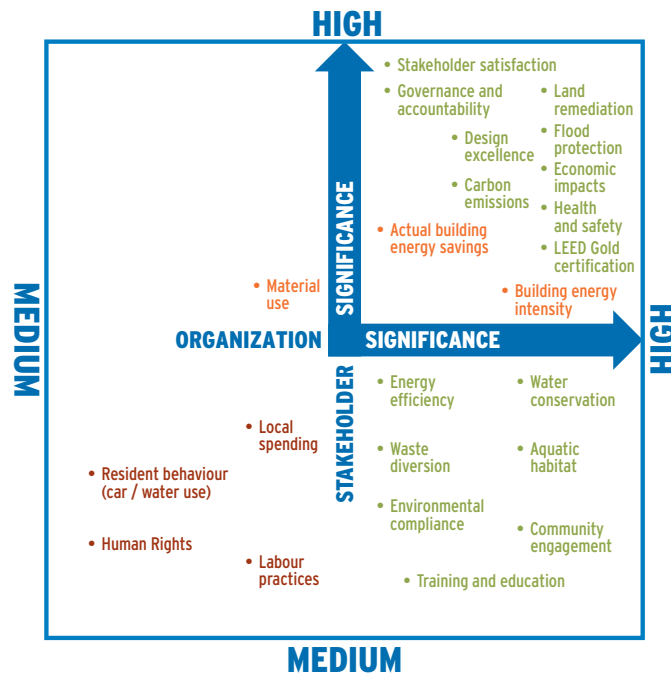


Finally, we choose performance measures aligned with the three core boundary groups. Performance measures were chosen to reflect:

1. Long term community impacts such as indirect economic impacts and investments made for public benefit
2. Project-related implementation such as green buildings and construction-related activities
3. Internal sustainability operations including efforts to green the office and employee community activities

We anticipate additional performance measures will be added over time as we move into different stages of development.

### Materiality Matrix



- Performance measures reported on in this report
- Performance measures not included in this report but a priority for inclusion in future reports
- Performance measures not reported on in this report



The Materiality Matrix represents performance measures that were evaluated during the process for defining content. Waterfront Toronto reviewed its internal performance measures generated through the identification and prioritization stages, as well as performance indicators from GRI that were applicable to Waterfront Toronto’s operations. Performance measures are divided into three categories:

- Performance measures reported on in this report;
- Performance measures not reported on in this report;
- Significant performance measures not included in this report, but to be included in the next report.

### Summary of Process

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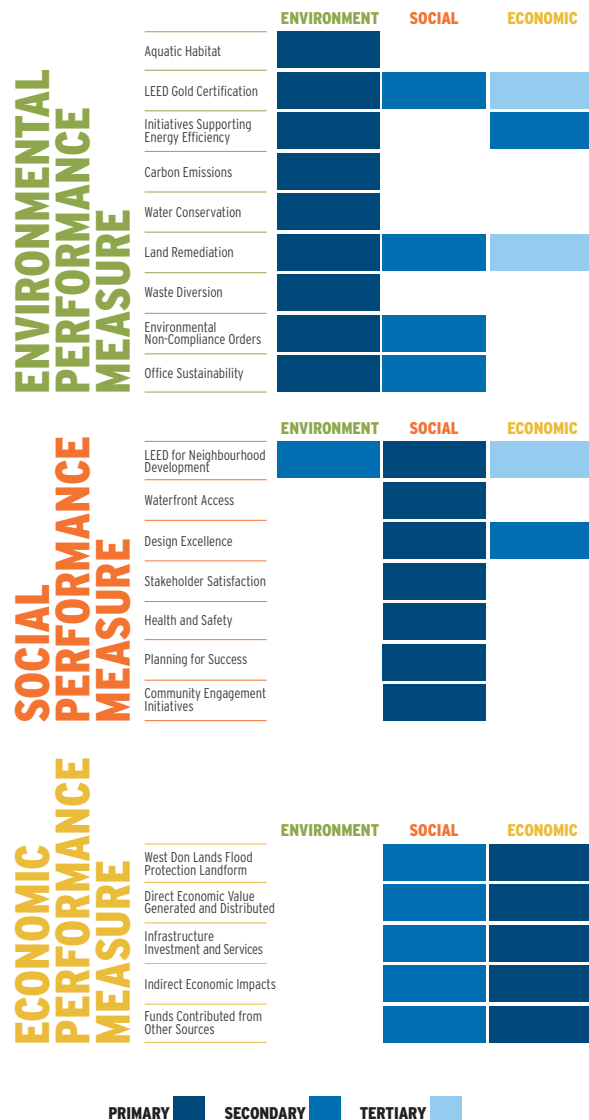




## ORGANIZATION OF CONTENT

The performance measures describe Waterfront Toronto’s progress along the three pillars of sustainability: Environment, Social, and Economic. While each performance measure belongs to one primary category there are inherent overlaps with others. In the table below we have outlined the relationships.

### Performance Measures







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## Environment Performance Measures

**Toronto's new waterfront communities aim to be among the most sustainable in the world, delivering a lasting legacy and establishing themselves as a model for future community development.**

Waterfront Toronto's commitment to develop sustainable communities includes remediating contaminated soil, protecting and enhancing the natural environment, mandating sustainable energy practices and green building, reducing water use, and increasing waste diversion. Waterfront Toronto's intent has been that these efforts will create necessary momentum for a shift away from business as usual to a new and more sustainable way of doing things in Toronto and worldwide. This transformation will stimulate creativity and innovation resulting in dynamic, beautiful, and sustainable communities. By evidence of the increased uptake in LEED Gold certified and high performance buildings, Waterfront Toronto feels it has contributed to this shift.



I went into environmental planning to make a difference; to improve natural and human communities by implementing sustainability principles. Being part of an organization that not only share my values, but brings them to life, is very exciting. It is rare to find a project that moves beyond a single purpose perspective and successfully integrates public policy objectives into a holistic vision.

**Anna Palamarchuk**

Project Manager  
Environment and Innovation





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## Aquatic Habitat

### Restoring healthy and diverse aquatic habitat is an important part of waterfront revitalization.

Waterfront Toronto, as one of the founding members of Aquatic Habitat Toronto (AHT), has made a commitment to incorporate improvements to aquatic habitat in all projects undertaken at the water's edge. Improving the health of the waterfront ecosystem makes for a more sustainable environment and a richer waterfront experience.

AHT is a consensus-based partnership between agencies with a vested interest in the improvement of aquatic habitat on Toronto's waterfront. This includes Fisheries and Oceans Canada, Ministry of Natural Resources, Toronto and Region Conservation, Waterfront Toronto, the City of Toronto, and Environment Canada. AHT uses an integrated resource planning approach to achieve a cumulative net gain in aquatic habitat and helps direct and design suitable aquatic habitat in appropriate locations where there are potential project-related impacts.

### THE WAVEDECKS IN THE CENTRAL WATERFRONT

The series of Wavedecks in the Central Waterfront are iconic urban docks, built to create more public space along one of the most heavily used parts of Toronto's shoreline. When constructing the Wavedecks, underwater structures and shading caused a potential loss of fish habitat. With the help of AHT, Waterfront Toronto installed a variety of measures in this deep water, sea wall environment, including river-stone shoals, boulders, smaller aggregate, root balls, and tree logs. This provided space for plants to root, while increasing shelter, feeding, and foraging opportunities.



Aquatic Habitat Toronto (AHT), a partnership with Waterfront Toronto, TRCA, Fisheries and Oceans Canada and others, continued its good work to improve habitat and public access across the waterfront and to undertake research and monitoring to understand the effectiveness of the work that is done. I am proud to say the Waterfront Toronto is one of our partners that understands that we need to address the three pillars of sustainability, economic, social, environment, in all that we do, and that it is through partnerships, like ours, that we can collectively achieve the vision of a truly sustainable city region.

### **Brian Denney**

Chief Executive Officer  
Toronto and Region Conservation

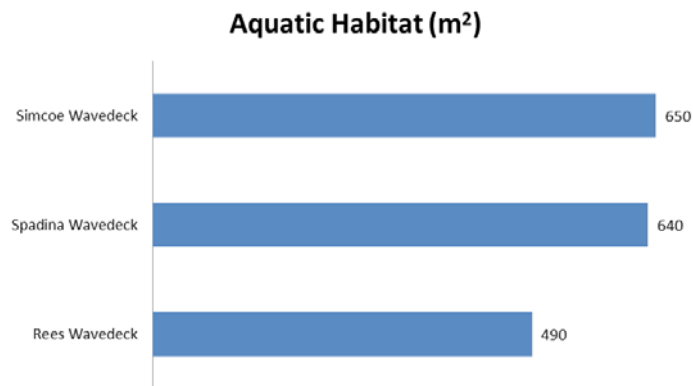




**WATERFRONT**Toronto

These efforts have contributed to an increase in the diversity and number of fish found in Lake Ontario. According to the Toronto and Region Conservation Authority, who conduct aquatic habitat monitoring along the Central Waterfront, the number of fish species found in the inner harbour increased from 13 to 17 from 2007 to 2012.

Aquatic habitat has been provided underneath the Spadina, Rees, and Simcoe Wavedecks in the inner harbour of Lake Ontario. These projects were constructed between 2008 and 2009. The total aquatic habitat provided as part of these projects is 1,780 m<sup>2</sup> (0.18 hectares).



## **DON RIVER**

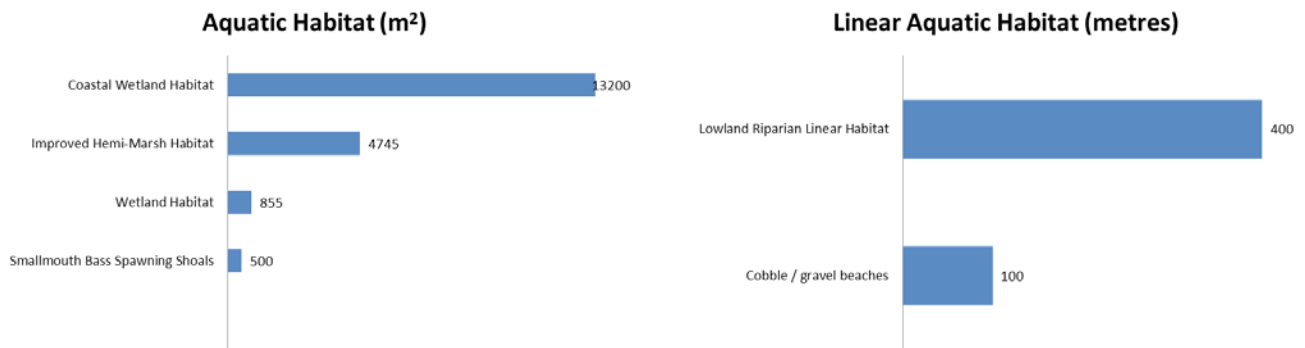
As part of work associated with the Flood Protection Landform, fish habitat was created in the Don River. This included 1,100 m<sup>2</sup> (0.11 hectares) of habitat that consisted of shrubby and herbaceous vegetation, as well as rocky vanes that served to provide cover and to reduce sediment deposition under a new bridge section.

## **MIMICO WATERFRONT PARK**

Mimico Waterfront Park, located on the shore of Lake Ontario in Etobicoke, is part of the wider waterfront. The park features a 1.1 kilometre multi-use linear trail connecting people to the lake in an area that historically lacked public access to the water. The park was constructed in partnership with the Toronto and Region Conservation Authority with Phase 1 completed in 2008 and Phase 2 in 2012. An important feature of the park included the creation and restoration of terrestrial and aquatic habitat.



The total aquatic habitat provided / improved as part of this project is 19,300 m<sup>2</sup> (1.93 hectares) and 500 metres (for linear habitat).



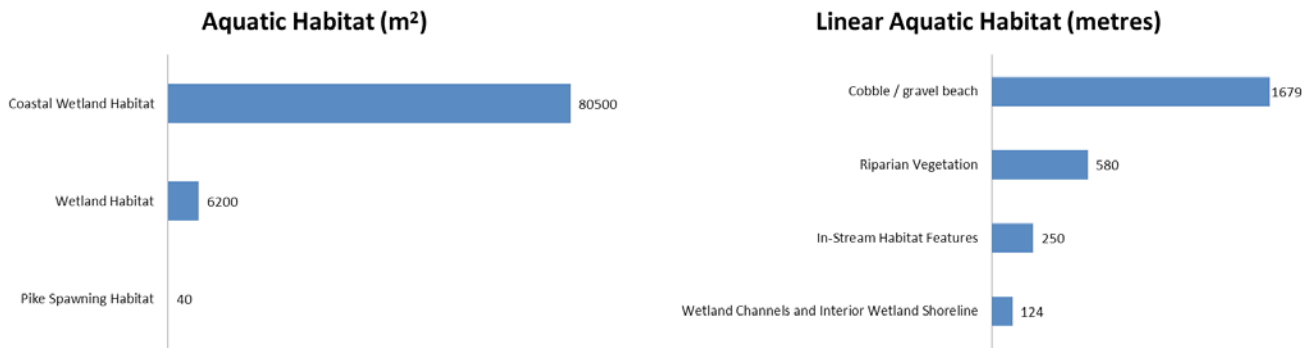
In addition, woody debris (14 log tangles) was also added to Mimico Waterfront Park for aquatic habitat.

## **PORT UNION**

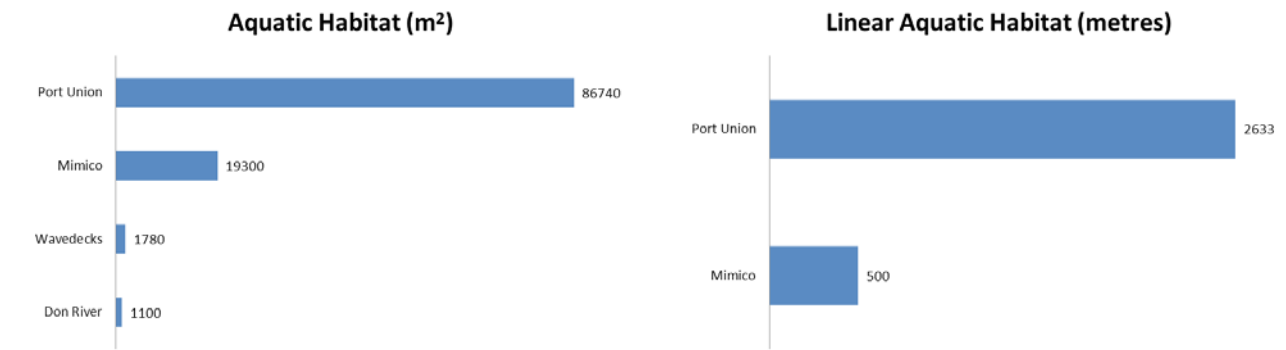
Port Union, located on the shore of Lake Ontario in the eastern end of Toronto close to the border with Pickering, is also part of the wider waterfront. The park features a 3.8 kilometre waterfront trail system, numerous beaches, pedestrian lookouts, as well as terrestrial and aquatic habitat. The park was constructed in partnership with the Toronto and Region Conservation Authority with Phase 1 completed in 2006 and Phase 2 in 2012. As with Mimico, the park included the creation of terrestrial and aquatic habitat.



The total aquatic habitat provided as part of this project is 86,740 m<sup>2</sup> (8.67 hectares) and 2,633 metres (for linear habitat).



In total, 108,920 m<sup>2</sup> and 3,133 linear metres of aquatic habitat was created or improved for Waterfront Toronto projects. This is summarized in the tables below:







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## LEED Gold Certification

**Green buildings are core to the sustainability of any development. Buildings account for a substantial portion of Canada's energy production, natural resources extraction, waste generation and greenhouse gas emissions. A tool to address and mitigate these impacts was therefore crucial for the waterfront.**

Minimum Green Building Requirements (MGBR) were developed for all Waterfront Toronto building projects in 2005 to support advanced, high performance buildings and sustainable lifestyle choices. Built on one of the most internationally recognized green building standards in the world, the MGBR includes requirements for Leadership in Energy and Environmental Design (LEED) Gold certification. In 2005, LEED was newly introduced to Canada and Gold certification was considered a stretch target intended to transform the market by expecting developers to reach for an elevated level of performance.

In 2011, the MGBR was updated to better reflect current market conditions and to continue to push the bar on sustainability. The energy efficiency requirement went from 40% cost savings relative to the Model National Energy Code for Buildings to 50% (compared to the Ontario Building Code, which requires only a 25% reduction in design energy cost). New requirements such as those supporting smart building design and electric vehicle infrastructure, as well as LEED credits for water efficient landscaping, water use reduction, and on-site renewable energy were also added.

Significant operational improvements are achieved with green buildings realizing LEED Gold certification. Improved indoor air quality as a result of increased ventilation and the use of non-toxic products makes for healthier occupants and increased productivity for commercial buildings. These requirements also result in more energy and water efficient buildings with lower maintenance and operating costs.

Status of LEED Gold Certified Buildings on the waterfront:

- 2 LEED Gold certified buildings
- 1 building targeting LEED Gold certification awaiting review with the Canada Green Building Council
- 10 buildings under construction targeting LEED Gold certification
- 2 buildings under design targeting LEED Gold certification



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# Initiatives Supporting Energy Efficiency

## BUILDINGS

Energy use, especially in buildings, is a key contributor to carbon emissions and global climate change. As a result, Waterfront Toronto has prioritized energy efficiency and renewable energy generation for our buildings and parks. This is expressed in the Minimum Green Building Requirements.

In 2011, the MGBR were updated to better reflect current market conditions and changes to the regulatory environment. New requirements such as those supporting smart building design and electric vehicle infrastructure, as well as LEED credits for water efficient landscaping, water use reduction and on-site renewable energy were added to continue to raise the bar on sustainability. Furthermore, the energy efficiency requirement increased from 40% cost savings relative the Model National Energy Code for Buildings (MNECB) to 50% cost savings.

Waterfront Toronto has received a 2012 Award for Excellence in Urban Sustainability from the GLOBE Foundation for the updated Minimum Green Building Requirements. The GLOBE Awards are Canada's most high profile annual national environmental awards for outstanding achievement in environmental stewardship.

Check out the [Minimum Green Building Requirements](#) on our Waterfront Toronto website.



Waterfront Toronto has delivered unique integrated thinking and exceptional parks and public spaces, capturing value and a special feel for the neighbourhood. Through our shared commitment to sustainability, Waterfront Toronto's green building requirements and LEED Gold inspired us to achieve more. River City is focused on healthy living and energy efficiency, resulting in a positive impact for urbanization

### **David Wex**

founder and partner of  
Urban Capital Property Group





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## **ENERGY EFFICIENCY**

Developers in Toronto have shown that 40% energy cost savings are achievable with current design practices and equipment. Increasing this requirement to 50% challenges the design team to prioritize conservation efforts and establishes Waterfront Toronto as a national leader and pioneer in mandating energy efficiency in building design.

In addition, a 65% reduction in peak heating demand and a 30% reduction in peak cooling demand are also required. This will help reduce the peak demand imposed on the utilities and contribute to reduced infrastructure costs and related energy demand charges. This requirement is expected to save an estimated 47% of electricity consumption for a typical building.

## **ON-SITE RENEWABLE ENERGY**

Waterfront Toronto's updated MGBR requires that 3% of the building's annual energy cost come from on-site renewable energy systems, which can include technologies designed to capture solar, wind, or biofuel-based energy. The introduction of Ontario's Feed-in-Tariff (FIT) program and the notion that renewable energy systems can be financially viable by allowing electricity sold back to the grid at a premium has provided greater opportunity in this area.

In addition to buildings, Waterfront Toronto has also undertaken renewable energy initiatives in its parks. In Don River Park, nine solar panels have been placed on the pavilion, producing 1.6 kW of power. In Sherbourne Park, as part of LEED Gold certification for the pavilion, 100% of the power will be from a renewable energy provider. A two year contract was signed with Bullfrog Power for over 9,000 kWh/year.

## **INFRASTRUCTURE**

District energy refers to the generation and distribution of thermal energy (heating and/or cooling) at a community scale. The Infrastructure includes a localized centre where energy is generated, and a network of buried insulated pipes that distribute that energy to buildings within a defined geographic area. District energy can provide a more energy efficient and adaptable system, which could lead to significant GHG reductions through an integrated energy system.

A provider has engaged with the Corus Quay building as a first customer and has plans to expand into the precinct. The provider will introduce a district energy heating (hot water) distribution system, using local heating sources, and ultimately cooling.



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## **PARKS AND OPEN SPACES**

In 2009, Waterfront Toronto released the Parks and Open Spaces Guideline to provide best practices for the creation of parks and open spaces along Toronto's waterfront. It is intended to stimulate the imagination and encourage further research into innovative technologies and approaches that could be applied to the planning, design, and construction of waterfront public spaces. As part of this guideline, sustainable energy sources, generation, uses, and conservation measures are encouraged. This includes:

- using efficient lighting, timers, and motion sensors to save energy and minimize light pollution;
- developing energy efficient park buildings and structures to minimize heating and cooling requirements; and
- locating structures to take maximum advantage of passive energy technologies such as orienting structures to take advantage of cooling wind movements to provide natural air conditioning

Visit the [Waterfront Toronto](#) website to download the Parks and Open Space Guidelines

## **CONSTRUCTION**

Waterfront Toronto has an Environmental Management Plan (EMP) that identifies processes and procedures to mitigate environmental effects that could result from construction-related activities and specifies the minimum standards to which all Waterfront Toronto consultants and contractors are expected to adhere.

Direct energy efficiency initiatives are limited in the EMP to discouraging and limiting vehicle and equipment idling and ensuring that all machinery is in good working order. However, Waterfront Toronto is currently updating the EMP to better reflect our compliance monitoring program, as well as key priorities such as energy efficiency and sustainability. This may include efforts to reduce carbon emissions from construction processes and associated transport, ensuring locally sourced and sustainable products, and purchasing high performing equipment.

Visit the [Waterfront Toronto](#) website to download the Environmental Management Plan.



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## **END-USER MANAGEMENT**

Waterfront Toronto's updated Minimum Green Building Requirements call for owners and occupants of buildings to be provided with information and tools to help maintain the environmental performance of the building. Developers must create an operating manual that includes items such as the green building features, maintenance requirements and operating instructions for all in-suite equipment, and a list of products used in the base building that should be considered for personal use, such as low VOC (volatile organic compound) paint and energy efficient light bulbs. This requirement recognizes that occupants and operators affect how systems are run and must be educated and knowledgeable in order to maximize building performance and efficiencies.

Waterfront Toronto also mandates in-suite sub-metering for electricity, natural gas, and water (hot and cold) and the infrastructure for remote access. This allows suites to be independently billed for their utilities, encouraging conservation among building residents and occupants by providing them with a means to track and control their usage and pay for utilities based on consumption.



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## Carbon Emissions

**As part of early collaboration between Waterfront Toronto and the C40-Clinton Climate Initiative, a joint effort was undertaken to develop a Carbon Tool with funding support from the Ontario Power Authority.**

The tool assesses the sustainability performance of projects over a baseline, build-as-usual scenario, and is used to influence decision-making during the design, planning, and development process for neighbourhood development. This is done by modeling interactions between key carbon emissions drivers, including land use, energy, water, waste, transport, carbon sequestration, and materials.

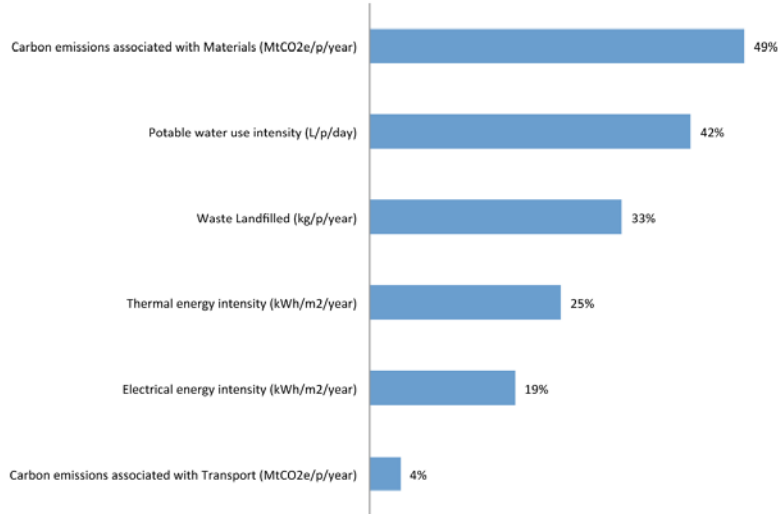
The Carbon Tool provides a means to quantify, visualize and communicate the relationships between development decisions and sustainability outcomes, and, in the process, explore ways of increasing performance by modifying those decisions or introducing new strategies.

The Carbon Tool has produced preliminary results on projected carbon emissions for the West Don Lands precinct. The Carbon Tool compared scenario 1, which includes the implementation of Waterfront Toronto's Minimum Green Building Requirements and best practices, to the baseline, build-as-usual scenario. A second scenario is also run simultaneously, which allows the user to assess carbon reductions at an elevated level of performance. This gives the user the ability to learn what is necessary to reach stretch objectives and targets. For Waterfront Toronto, this is used to assess what we need to do to get to Climate Positive, which means achieving carbon levels below zero.

The Carbon Tool predicts that an overall carbon reduction of 29% can be achieved for the West Don Lands, compared to the baseline by making certain choices associated with Materials, Transport, Waste, etc. This is illustrated in the chart on the next page.



**West Don Lands Carbon Tool Outputs (% reduction from baseline)**



The table below and following chart also demonstrates the carbon breakdown for each focus area. These results indicate that energy and transport have the largest carbon impact for the West Don Lands. Although each focus area contributes to carbon emissions, efforts to reduce carbon will focus predominately in these two areas.

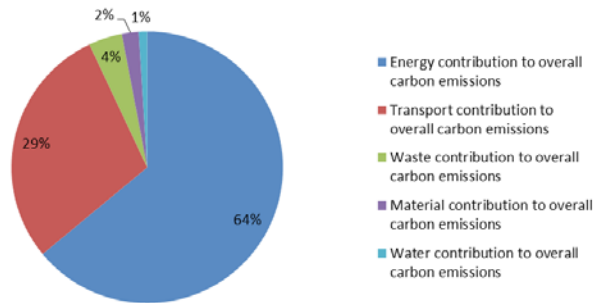
Focus Area	% Reduction in Carbon Emissions From Baseline	% Contribution to Overall Carbon Emissions
ELECTRICAL ENERGY (kWh/m <sup>2</sup> /year)	19%	64%
THERMAL ENERGY(kWh/m <sup>2</sup> /year)	25%	
POTABLE WATER USE (L/p/day)	42%	1%
WASTE LANDFILLED (kg/p/year)	33%	4%
MATERIALS (MtCO <sub>2</sub> e/p/year)	49%	2%
TRANSPORT (MtCO <sub>2</sub> e/p/year)	4%	29%
<b>TOTAL</b>	<b>29%</b>	<b>100%</b>





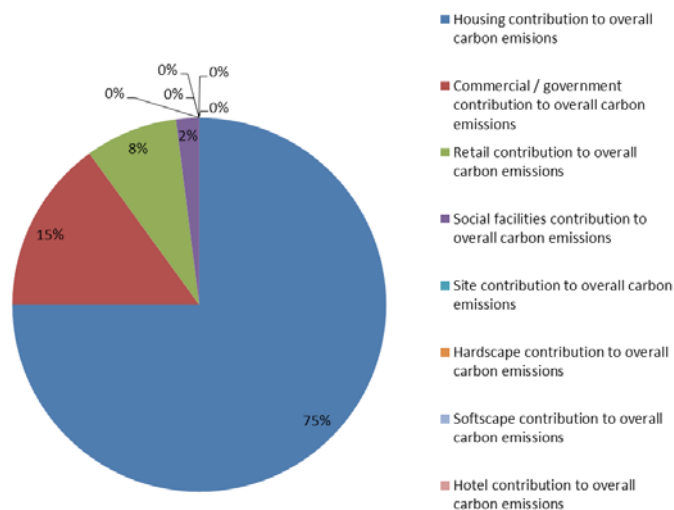
The following chart displays the breakdown of carbon emissions by land use type, with buildings (Housing, Commercial/Government, and Retail) representing the largest sources of carbon emissions and therefore the best opportunity to reduce overall emissions.

**Total Carbon By Focus Area**



Results will be updated with the complete build-out of the community and any variation from the model will be identified at that time. We will report on actual sustainability performance and carbon reductions with the completion of the West Don Lands. In the meantime, Waterfront Toronto is working with developer partners to use the Carbon Tool in other precincts such as the East Bayfront.

**Carbon breakdown by land use**





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## Water Conservation

Water conservation and reuse is core to Waterfront Toronto's vision. As such, two water-related requirements were recently added to our Minimum Green Building Requirements. This includes water efficient landscaping, which mandates that 100% of the water used for landscaping come from non-potable sources, and water use reduction, which mandates a 40% reduction in potable water use for indoor flow and flush fixtures compared to a typical building. In addition to these buildings strategies, Waterfront Toronto has implemented water conservation and reuse efforts in its major parks.

### SHERBOURNE COMMON

Sherbourne Common is the first park in Canada to integrate a stormwater management system in its design.

Collected stormwater will be pumped to the UV Facility, located in the basement of the park's Pavilion. There the water will be treated and lifted to the top of three dramatic art features on the north side of the park that rise almost nine metres from the ground. The water will then discharge into a wetland feature and into a 240 metre long water channel travelling the full length of the park and finally released into Lake Ontario.

A combination of stormwater and water drawn from Lake Ontario will be treated in the Pavilion's UV Facility and used in the channels and art features.

Treated water from the UV process is being used for irrigation and for the washroom facilities, completely eliminating the need for potable water.

Visit Waterfront Toronto's corporate website for [details on Sherbourne Common](#).

### DON RIVER PARK

All of water from the water play feature and stormwater collection system will be reclaimed to feed the irrigation system and to flush the marsh. It is a closed loop system to limit input into the city's stormwater system.

100% of the water used for irrigation will come from non-potable sources.

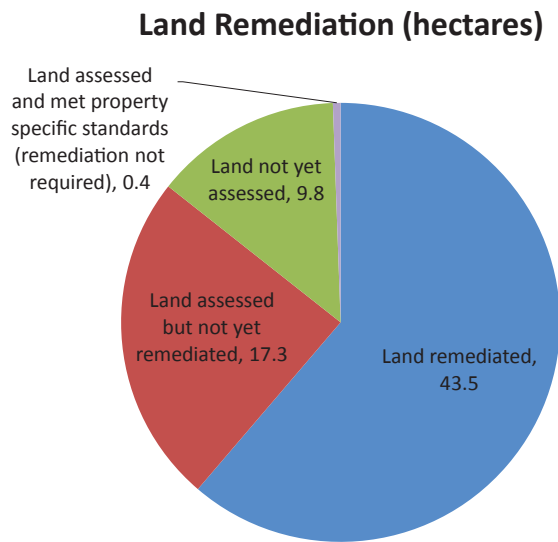
Visit Waterfront Toronto's website for [details on Don River Park](#).



## Land Remediation

The revitalization of Toronto’s waterfront is one of the largest urban brownfield remediation projects in the world. Given the contamination from decades of infilling and industrial activity, soils throughout the waterfront must be restored before being developed into sustainable mixed-use communities.

Waterfront Toronto anticipates that it will need to manage approximately 2,000,000 cubic metres of contaminated soil over the next 20 years. The following chart provides details on waterfront land area that has been remediated, assessed, or not yet assessed. This represents active projects only.



View a [detailed map](#).

### SOIL RECYCLING

The traditional way to dispose of contaminated soil is to truck it away to landfill sites and then haul in clean soil to replace the contaminated soil. To minimize this unsustainable dig and dump practice, Waterfront Toronto established a pilot soil recycling facility in the Port Lands in July 2010. The pilot soil recycling facility presented an opportunity to treat soils on-site to an environmental condition that allows it to be reused, turning it into a resource instead of a liability.



The objective of the pilot was to identify treatment options; assess economic feasibility; confirm that impacted soil can be treated and reused in compliance Ministry of the Environment guidelines; and showcase treatment technologies.

For the pilot, two operators were retained to perform competitively. Deme Environmental Contractors and Tetra Tech Canada Construction treated contaminated soils from various Waterfront Toronto sites using soil washing processes, complemented by field trials of a number of advanced technologies. Approximately 20,000 cubic metres of soil was processed by the two operators during the three month pilot processing period.

In addition to the field tests by the two operators, the firm OCETA (now **BLOOM**) was retained to compare the environmental and societal impacts of the dig and dump approach versus the soil recycling option. The study results showed that the environmental and societal impacts of the dig and dump approach is significantly higher than the impacts of recycling and reusing the soil.

The soil recycling facility creates societal, environmental, and health benefits by reducing traffic accidents, noise, congestion, pavement wear and tear, truck traffic and fuel consumption, which lower greenhouse gas emissions. This has been quantified at \$18.5/tonne, projected as \$65 million over 10 years of avoided costs to the public. It has also been estimated that the soil management facility reduces greenhouse gas emissions by 36 kg/tonne, as well as reduces encroachment and consumption of land by saving landfill capacity and aggregate quarry resources.

Upon completion of the pilot facility, Waterfront Toronto chose **Green Soils**, an industry leader with over 20 years of experience managing contaminated soil, as the soil recycling facility operator in the Port Lands.

<b>Approach</b>	<b>Cost Estimate</b>
RECYCLING FACILITY	\$40-50 / tonne
DIG AND DUMP	\$45-50 / tonne
ENVIRONMENTAL AND SOCIAL COST SAVINGS	\$18.5 / tonne
DIG AND DUMP, CONSIDERING ENVIRONMENTAL AND SOCIAL COSTS	\$63.5-68.5 / tonne
PROJECTED ENVIRONMENTAL AND SOCIAL COST SAVINGS TO WATERFRONT TORONTO BY USING THE RECYCLING FACILITY OVER 10 YEARS	<b>\$65 million</b>



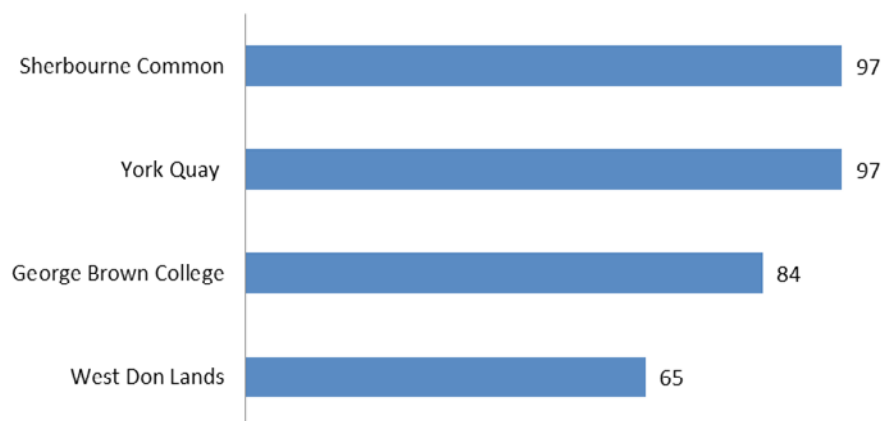
## Waste Diversion

With landfill space at a premium, waste management is a critical issue for the City of Toronto and Waterfront Toronto has addressed this in several ways. On the building-scale, our Minimum Green Building Requirements mandates that all kitchens have separated cabinet space for the segregated collection of the three streams of waste (recyclables, organics, and waste). Further, all residential buildings over three storeys must provide tri-sorting or separate chutes for each stream of waste on each floor. A collection area for household hazardous waste such as paints, batteries, and electronics must also be provided in all buildings. These building related efforts are intended to make it easier for occupants to divert their waste.

For construction-related waste, Waterfront Toronto requires that all construction and demolition projects divert a minimum of 50% of waste, with a target of 75%. This requirement is included in the Environmental Management Plan and is a credit achieved as part of our LEED for Neighbourhood Development Gold certification. Below are the waste diversion numbers for construction, demolition, and excavation activities that have been achieved in our building and public realm projects. The reporting period for these diversion rates is 2010 to 2012. The West Don Lands project is ongoing and we will continue to update the diversion rate until project completion.

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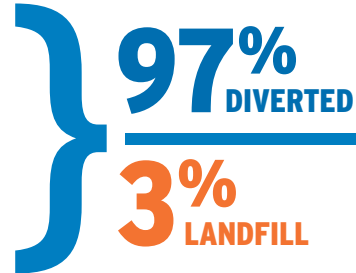
### Waste Diversion Rates (construction, demolition, and excavation) in %





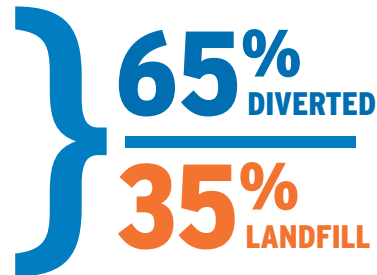
### SHERBOURNE PARK PAVILION

Mixed Waste 77.04 T	Wood 156.60 T	Cardboard/Paper 11.04 T	Steel 1543.62 T
Concrete 371.89 T	Gypsum 1.59 T	Dirt 44.75 T	Plastic 0.67 T
Glass 0 T	Insulation Styrofoam 0 T	Organic 15.93 T	



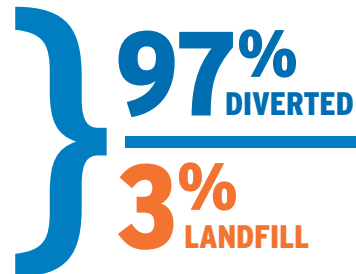
### WEST DON LANDS

Mixed Waste 117.17 T	Wood 30.72 T	Cardboard/Paper 8.26 T	Metal/Steel 1 T
Concrete/Stone 177.08 T	Gypsum 0 T	Plastic 0 T	
Glass 0 T	Dirt/Organic 0 T	Blue Box Waste 2.76 T	



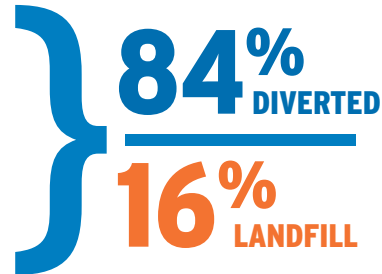
### YORK QUAY REVITALIZATION

Asphalt 301.37 T	Dirt 3.011 T	Concrete/Block 720.894 T
Steel 0.217 T	Wood 61.073 T	Miscellaneous (Alum/GWB/Paper) 1.767 T
Mixed Waste 44.894 T	Mixed Waste 39.685 T	



### GEORGE BROWN COLLEGE

Wood 638.461 T	Concrete 1252.62 T	Concrete 214.5 T	Metal 196.14 T
Drywall 59.2 T	Plastic 11.32 T	Cardboard 103.5 T	Paper 1.45 T
Blue Box 22.63 T	Insulation 0.51 T	Mixed Waste 227.67 T	



### AVERAGE % DIVERTED FROM LANDFILL



■ Recycled ■ Landfilled ■ Composted



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## **Environmental Non-Compliance Orders**

Waterfront Toronto's Environmental Management Plan identifies applicable laws and regulations that all projects must adhere to in order to prevent pollution, environmental impairment, and to preserve natural resources. Waterfront Toronto is proud of our record of meeting all applicable laws and regulations with zero non-compliance orders. Ministry of Environment penalties can be up to \$100,000 per day for a facility in violation.

### **DISPUTE RESOLUTION**

While Waterfront Toronto has not had a case brought through a dispute resolution mechanism, we are working together with the City and other parties towards settlements of appeals to the Ontario Municipal Board regarding the Central Waterfront Secondary Plan, other Official Plan Amendments, and the zoning by-laws for the East Bayfront and North Keating precincts.





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## Office Sustainability

Waterfront Toronto strives to incorporate green practices into its office operations and engage employees to change personal behaviours towards sustainable practices. The ultimate goal is to create a cultural shift towards sustainability and green living not only in the neighbourhoods we are building, but also in how we conduct our day-to-day business at the office, home, and community. Our internal performance measures demonstrate that we as an organization “Walk the Talk” and contribute to employee engagement.

### **SUSTAINABLE PROCUREMENT PRACTICES**

Waterfront Toronto strives to purchase sustainable office products, whenever possible. For example we use 100% Forest Stewardship Council (FSC) certified paper, purchase furniture with recycled content, buy compostable pens and other more sustainable office supplies, and recently switched to green cleaning products. Our office manager works collaboratively and meets regularly with our Environment and Innovation group to examine how we can continually improve our purchasing practices.

### **WASTE REDUCTION**

Waterfront Toronto has a recycling program for blue bin items and hopes to expand the program for compost in 2013. All printers are defaulted to print double-sided to reduce paper consumption and staff is encouraged to bring waste-less bagged lunches. Waterfront Toronto also has a recycling program for batteries and sends old IT equipment to the Yonge Street Mission, encouraging reuse and safe disposal.

### **TRANSPORTATION**

Waterfront Toronto provides its employees who regularly work outside of the office with memberships for a car-sharing program. The Corporation also encourages the use of public transportation by encouraging staff to take transit instead of taxis and offers subway tokens for this purpose. These initiatives have significantly reduced the number of staff who drive to work and consequently decreased our carbon emissions.



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## **AWARENESS CAMPAIGNS**

We run awareness campaigns throughout the year to educate staff on green living. This is accomplished through fun quizzes, videos, and contests. Most recently we had a “power down challenge” where we addressed workspace plug load energy use by holding after-hours inspections of workstations to see if computers and other electronic devices were turned off for the night. We also turned down the heat in the office by 1 degree to reduce energy consumption and encouraged staff to bundle up for an “ugly holiday sweater contest”. These initiatives are successful in drawing attention to important environmental issues in a fun and engaging way.

## **LEED GOLD CERTIFIED BUILDING**

Waterfront Toronto’s office, located at 20 Bay Street achieved LEED for Existing Buildings: Operations and Maintenance Gold certification in 2012. A total of 65 points in the areas of energy, water, materials, indoor environmental quality and sustainable sites were achieved ([Oxford Properties](#) website).

Property Management for the building also has regular “Green Team” committee meetings, working with tenants on improving building sustainability. Waterfront Toronto is an active participant at these meetings and has implemented several initiatives as a result of this collaboration. For example, in 2010, Waterfront Toronto began composting paper towels, as in interim step to full composting.

Further, in 2011, the building replaced all fluorescent lighting fixtures with more energy efficient light bulbs and ballasts. To supplement this effort, Waterfront Toronto also replaced the majority of pot lights in our unit with LED lights, which amounted to approximately 140 lights.



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## **Social Performance Measures**

**Waterfront revitalization is about putting people first; creating functional, sustainable, and beautiful communities that deliver a high quality of life for all who live and work there.**

Waterfront Toronto has carefully designed all waterfront precincts to connect with the rest of the city through frequent and accessible transit service, a series of parks, open spaces, pedestrian promenades, cycling lanes, and a diverse range of services and amenities. These land use decisions will mean sustainable choices are easy and convenient for residents, employees, and visitors to make. Each waterfront precinct will also contain a mix of uses, including residential, commercial, retail, and institutional as well as affordable housing to bring diversity and vibrancy to each neighbourhood.

Waterfront Toronto itself engages with its communities through its various stakeholder engagement processes and through community projects such as our annual United Way campaign. Other internal programs sustain a healthy workplace and employee job satisfaction.



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## LEED for Neighbourhood Development

Although high performance buildings associated with LEED certification are important elements for advancing sustainable development, there is a growing recognition that planning, design, and development in pursuit of sustainability principles cannot focus on individual buildings alone, but rather requires a comprehensive neighbourhood-wide perspective. Acknowledging this transition in green building philosophy from a single-building perspective to a more integrated community-wide strategy, the U.S. Green Building Council launched the pilot version of LEED for Neighbourhood Development (LEED ND) in 2007.

Waterfront Toronto participated in the LEED ND pilot program in order to test its strategies for sustainability by the third party rating system and to challenge and advance priorities at a neighbourhood scale. Waterfront Toronto was one of 23 Canadian projects participating in the pilot program. Beyond high performance and efficient buildings, the LEED ND Rating System addresses community-scale and social sustainability issues such as brownfield development, high-density urban form, close proximity to local amenities, walkable streets, affordability, community involvement, sustainable transportation, and waste management.

Acknowledging the long construction period involved in developing on a neighbourhood scale, LEED ND has created a three stage certification process. Waterfront Toronto pursued Stage 1 certification, which occurs before planning approvals are secured. Stage 2 is for projects that have received all planning approvals, and Stage 3 is for completed neighbourhoods. Waterfront Toronto intends to achieve Stage 3 certification as the neighbourhoods get built out.

In 2009, Waterfront Toronto's East Bayfront, West Don Lands, and North Keating communities collectively achieved Stage 1 LEED for Neighbourhood Development Gold level certification under the pilot program.



This is a beautiful example of what happens when we take that idea of a neighbourhood, when we take that kernel of dreaming and we put that all together and we make it happen. I want to thank Waterfront Toronto because you made this happen. It is one thing to dream, it is another thing to do.

**Pam McConnell**  
Toronto City Councillor





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## **Waterfront Access**

Waterfront Toronto is committed to creating built environments that are accessible and user-friendly for all. Social inclusion and inclusive communities are a key part of the Corporation's vision and mandate for all new waterfront neighbourhoods.

Built environments that do not marginalize or discriminate against people on the grounds of diversity in ability provide everyone an opportunity to engage with our public spaces. As each building and site is unique, the challenges and opportunities are also unique. To ensure accessibility, the Corporation works with an accessibility consultant with proven competence and experience in advising on accessibility.

Throughout the design process the Corporation seeks expert guidance and advice to understand accessibility barriers, and actively seeks design solutions that prevent or remove them in advance of the construction stage. The Corporation also consults with stakeholders to understand their needs and priorities.

Working with an accessibility consultant ensures best practices and barrier-free principles are integrated into the project design. Barrier-free and accessible buildings and neighbourhoods are an important investment that offers a wide range of benefits beyond social responsibility and compliance with standards. It also allows these new neighbourhoods to be home to people of all ages and income levels and give residents the opportunity to remain in their communities throughout their lives. Waterfront Toronto's digital inclusion strategy is also aligned with creating an accessible, inclusive, and socially sustainable environment designed for everyone. A cross subsidy model ensures that all residents, including those in affordable housing developments, can access Waterfront Toronto's Intelligent Communities infrastructure. This includes access to Canada's first open-access, ultra high speed broadband network.

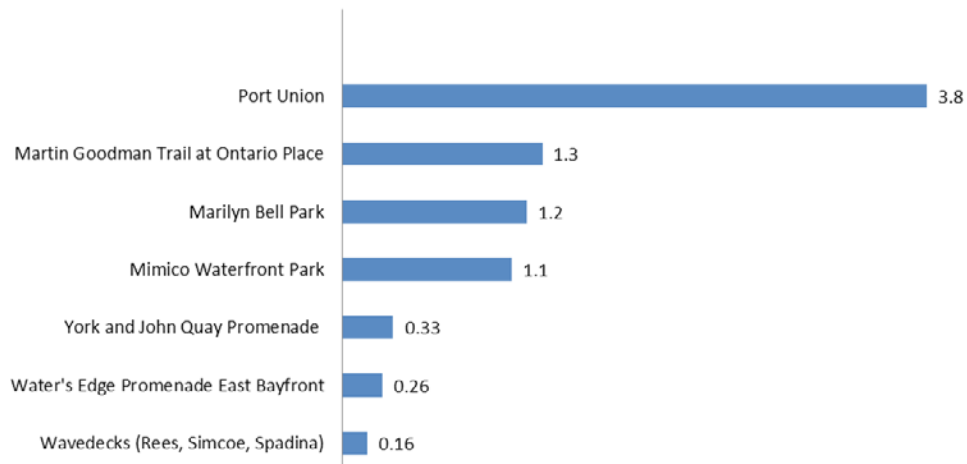


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Accessibility is also about creating a waterfront that provides public access to the lakefront. Waterfront Toronto has contributed to this objective by creating 8.15 kilometres of lakefront trails and promenades in key areas of the waterfront, including extensions of the Martin Goodman Trail. The following table provides details of these completed projects:

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### Waterfront Access for Completed Projects (km)





**WATERFRONT**Toronto

## **Design Excellence**

Our revitalization effort seeks to raise the bar for excellence in design and set new standards for architecture and public space.

To help achieve and uphold our standards for design excellence, we host international design competitions and work with some of the most highly regarded planners, architects, designers and landscape architects in the world. By working with the world's premier design talent, Waterfront Toronto is creating a new gold standard by which all other communities will be judged.

To further help us and our design partners raise the bar, we established the Waterfront Design Review Panel in 2005. The Panel is an independent body that was formed to guide and inform our projects. The mission of the Panel is to provide objective, professional advice to designers, developers, and governments to ensure that high quality design is a critical consideration for all development on Toronto's waterfront. The Panel is expected to contribute to a culture of quality by raising the bar for builders and architects and maintaining a high standard of design excellence which results in a better built environment for everyone.

Visit the [Waterfront Toronto](#) website for additional information on design excellence.





## Stakeholder Satisfaction

In 2002, the Corporation created a [public consultation strategy](#) (PDF) to formalize the commitment to consultation and lay out the principles that would guide the process. The policy is founded on the belief that positive, productive and effective relationships with stakeholders are essential to fulfilling Waterfront Toronto's mandate, and in keeping with its core values of accountability and transparency.

Our strategy not only fulfills regulatory obligations, but goes well beyond what's legally mandatory in an effort to provide meaningful opportunities for the public and stakeholders to shape revitalization plans. This ensures that our efforts are aligned with public expectations, thereby enhancing the quality of designs and plans for the waterfront, the durability of decisions, and the acceptance of outcomes.

Waterfront Toronto's policy requires the Corporation to identify target audiences, notify interested parties, issue public notices, and provide an opportunity for input early in the decision-making process. Target audiences for consultation include: the general public; ratepayer and neighbourhood associations; interest groups; elected officials at the three levels of government; business/industry; institutions; and others. The policy is designed to encourage participation, increase awareness and understanding, accurately report on the consultation results, and positively impact designs and plans for waterfront revitalization. The Corporation also uses consultation opportunities to recognize and acknowledge the contributions of the three levels of government.



With a background in history, it was easy to see the fantastic transformative initiatives and innovation these projects will bring to the communities they enrich. Integrating design, function and sustainability is no small task, but the excitement and scope of these undertakings will truly make Toronto a global leader in sustainable urban planning in the 21st century. I am proud to be a part of communicating the progress Waterfront Toronto makes to the public that will use these urban spaces in the near future.

**Ian Dawson**

Assistant to Communications,  
Marketing, and Government Relations





**WATERFRONT**Toronto

Early on, the majority of consultation took place face-to-face in public forums or [Stakeholder Advisory Committees](#). Visit the Waterfront Toronto website to learn more about Stakeholder Advisory Committees. Today, face-to-face public forums regularly attract up to 600 people.

### **SOCIAL MEDIA TOOLS**

As social media tools became more widespread and accepted, the Corporation embraced the shift and created a number of tools to expand engagement opportunities. Social media provides the means for larger numbers of people to participate and allows the Corporation to offer two-way communication and do outreach with a broader cross-section of the community. The [corporate website](#), [Facebook](#) page, [Twitter](#) feed, [YouTube](#) channel and [Flickr](#) page have attracted followers in the thousands and social media tools have become key components of the Corporation's engagement and consultation strategy.

### **ASSOCIATIONS AND COMMITTEES**

At the organizational level, stakeholder engagement tends to be with associations and/or committees that represent the interests of many. For example, Waterfront Toronto consulted the West Don Lands Committee (WDLC) – a 17-member coalition of local resident, business, environmental, and heritage organizations – extensively on the plans and designs for the West Don Lands area. The WDLC is a community-driven coalition that formed to promote redevelopment of the West Don Lands in a manner that is beneficial to the larger community. The WDLC's extensive participation throughout the process improved the plans for the area. Waterfront Toronto received a Public Sector Quality Fair Award for public consultation for its West Don Lands project in recognition of the quality of the consultation process.



I have been intimately involved in the redevelopment of the West Don Lands since 1997. It has been a tremendously rewarding experience to work with Waterfront Toronto on this and other waterfront projects. Waterfront Toronto's approach to consultation and public engagement goes well beyond what is legally required and demonstrates a strong commitment to an inclusive, sustainable waterfront. Community input has been valued, appreciated and, importantly, is reflected in the final plans for the area. Waterfront Toronto has raised the bar and we trust that community interests will always be considered when they lead the initiative.

#### **Cynthia Wilkey**

Chair  
West Don Lands Committee





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On a project basis, Waterfront Toronto consults broadly with stakeholders interested in or affected by the undertaking. Stakeholder Advisory Committees (SAC) and/or Construction Liaison Committees (CLC) are regularly established to provide the Corporation with ongoing forums to obtain input, feedback, guidance and advice throughout the planning, design and construction stages. When appropriate, project specific consultation websites are also developed to provide a portal for the public and stakeholders to learn about and participate in the consultation initiative. Community feedback obtained throughout the process helps to inform the Project Team and improves the quality of decisions being made.

While the composition of each SAC/CLC is project specific, every effort is made to ensure that they are inclusive and represent the full range of interests and perspectives. Membership typically includes community representation through neighbourhood associations, condominium boards and/or residents at large; business representation through business improvement associations, area businesses, land owners, and/or trade associations; and representatives from special interest groups such as cycling associations, environmental groups, and heritage and cultural associations.

### **OTHER COMMUNICATION TOOLS**

In addition to the consultation methods employed, Waterfront Toronto also produces a number of other communications tools to keep the public and stakeholders informed and engaged. A monthly newsletter provides regular and ongoing updates on a range of revitalization initiatives, including construction notices to ensure residents, the public and stakeholders are kept abreast of impacts to their communities. The Corporation also encourages the public and stakeholders to attend [board](#), [committee](#), and [design review panel](#) meetings.

### **SUSTAINABILITY INITIATIVES**

Sustainability initiatives also undergo extensive stakeholder consultation. For example, when we updated our Minimum Green Building Requirements we reviewed the targets and requirements with stakeholders, including green building experts, developers, condominium residents, and local power distribution companies. We felt it was important to gain insights from those directly and indirectly affected by our policies.

For this Corporate Social Responsibility and Sustainability Report, we consulted a variety of stakeholders including developers, government partners, and subject matter experts, who participated in a site mapping visioning session to discuss functionality, user needs, navigation, core content, and design. The stakeholders from this session were also asked to review the preliminary website design. Their feedback served very useful, ultimately resulting in an improved end product.



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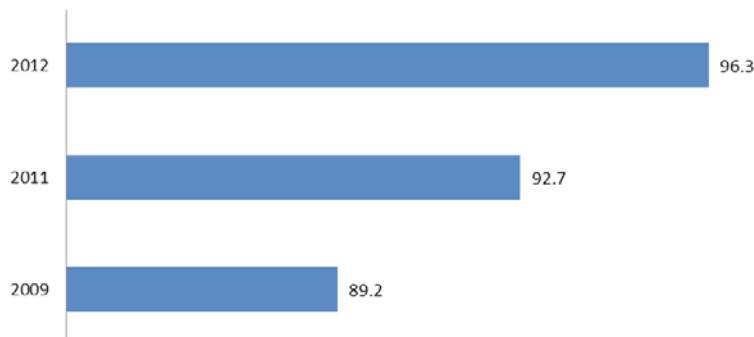
## **CUSTOMER SATISFACTION SURVEY**

In an ongoing effort to continuously improve the communications and engagement processes, we undertake regular customer satisfaction surveys. Since 2009 the Corporation has conducted three confidential online surveys to gauge customer satisfaction. The surveys are designed to elicit feedback and to help shape improvements to the communications program. The surveys were promoted in the monthly newsletter, on the website and via social media.

Overall, the results have been very positive. Year-over-year satisfaction rates have increased, demonstrating public and stakeholder approval of Waterfront Toronto's communication and engagement efforts.

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**Satisfaction with Communications received  
from Waterfront Toronto (%)**



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## **PUBLIC OPINION SURVEY**

Since 2009, the Corporation has also conducted annual public opinion surveys, performed by a leading Canadian market research firm, to gauge public sentiment on waterfront progress and the revitalization initiative. The latest survey was conducted between May 11 and 16, 2012.

The surveys are conducted as part of a larger omnibus survey, which is a method of quantitative marketing research where data on a wide variety of subjects is collected during the same interview. Participating in omnibus surveys reduces our cost because the sampling and screening costs are shared across multiple clients and allows us to take advantage of the larger sample size, typical of these surveys.



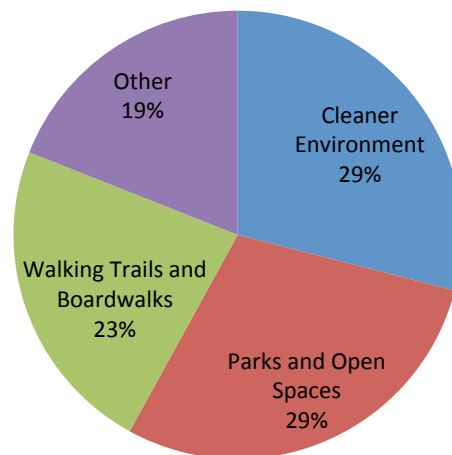
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More than 94% of those surveyed in 2012 say that revitalizing the waterfront is important, up from 70% only a year ago. Further, 77% of those surveyed agree that taxpayer dollars should be put towards the revitalization effort, up six percentage points from those who said they agree a year ago, indicating growing public acceptance of the need for Toronto to have a beautiful, sustainable, publicly accessible waterfront, supported with public funds.

When asked what people want to see in a revitalized waterfront, top mentions include a cleaner environment (29%), more parks and public spaces (29%) and more walking trails and boardwalks (23%). This data validates the Corporation's strategic approach to revitalization by leading with parks and public spaces.

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## What People Want (top mentions)?



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Overall, respondents were largely positive towards the Corporation and waterfront revitalization, however, there is room for improvement in terms of building greater awareness of the project and Waterfront Toronto's role in delivering a revitalized waterfront. Among those who are aware of Waterfront Toronto, 46% believe that progress has been made on the revitalization project. In addition, 17% say we are doing a good job, 30% say we are not doing a good job with revitalization, but a majority (53%) of people surveyed in 2012 do not know if Waterfront Toronto is doing a good job with revitalization.



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## Health and Safety

**Waterfront Toronto is committed to integrating health and safety in all we do; from construction site operations to office-based initiatives.**

We work for continual improvement in health and safety performance, striving to achieve operational excellence and zero injuries and occupational diseases. Our goal is to effectively manage the health and safety risks to workers, including both employees and contractors, and to encourage safe and healthy lifestyles.

Waterfront Toronto has a formal Joint Management-Worker Health and Safety Committee consisting of seven members (three representing management and four representing workers). Together this committee represents the entire Waterfront Toronto workforce. The committee is tasked to improve the health and safety conditions in the workplace by identifying and evaluating potential problems and making recommendations for corrective action. More than half of the committee members are certified health and safety committee members, and two members are certified first aid and CPR professionals.

The committee meets every three months and is responsible for conducting regular workplace inspections, first aid kit audits, and fire drill procedures. The committee also keeps staff informed of health and safety issues through a bi-annual newsletter and through a Sharepoint webpage that houses meeting minutes and important reference materials.



We have some very talented individuals in each respective specialty, but it's when we get together as a team where you really see the magic. For just over a year now, I have been involved with the Joint Health and Safety Committee for Waterfront Toronto. The passion and dedication shown within those meetings and the work done between them is a testament to that.

**Trevor Gardner**  
CAD/GIS Analyst  
Planning and Design





## Planning for Success

All Waterfront Toronto employees receive regular performance and career development reviews called “Planning for Success” (PFS). PFS is a continuous process and a tool which encourages an open dialogue between an employee and their reporting manager on work expectations and priorities. The three step process assists in translating Waterfront Toronto’s business focus into individual employee’s day-to-day work responsibilities and objectives and identifies employee’s training and development requirements.

### THREE STEP PROCESS

1. Step 1 is called “Work Planning” and is a critical first step that confirms core responsibilities and objectives for the upcoming business cycle and defines the Learning Plan to capture an employee’s learning objectives.
2. Step 2 is called “Feedback / Interim Review of Work Progress” and consists of a formal review of work progress to date. At this stage any changes in responsibilities or objectives are discussed and any issues with the work or learning plan are examined.
3. The final step called “Review / Evaluation of Results Achieved” involves a review of the employee’s work results over the year and skills needed to maximize performance for the upcoming year. At this point, an evaluation level is assigned to each of the core responsibilities and objectives and comments are provided. The reporting manager meets with the employee to share an overall assessment for the year and discuss a potential salary increase.

This three step process has proven successful in clearly identifying staff responsibilities and learning objectives, while also allowing for a continuous process for collaborative discussions with reporting managers about progress and priorities.





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## **Community Engagement Initiatives**

**Waterfront Toronto has undertaken several internal social responsibility initiatives dedicated to making a lasting improvement in our communities.**

### **UNITED WAY**

Waterfront Toronto has participated in a campaign to support the United Way Toronto for five years. We do so because of the confidence we have in the United Way to improving lives and strengthening individuals and families. United Way does so by providing core operating support to agencies that deliver vital social services to hundreds of thousands of people throughout the city. This is very much in line with Waterfront Toronto vision of creating thriving and healthy sustainable communities.

It takes the whole community working together to improve social conditions and Waterfront Toronto is proud to be part of making that lasting change. In 2012, Waterfront Toronto's dollar goal was \$12,000. Over 99% of our goal was achieved with collection totalling \$11,966. Further, our participation for payroll deduction was 75% of staff. Waterfront Toronto fell short of this goal, but still achieved an impressive 50% participation.

### **WATERFRONT TORONTO EMPLOYMENT INITIATIVE**

The Waterfront Toronto Employment Initiative (WTEI) connects unemployed and underemployed people to the employment and training opportunities generated by waterfront revitalization projects. The program was initiated with the support of the West Don Lands Committee, a coalition of waterfront community associations, and has evolved into a collaborative partnership between Waterfront Toronto, the City of Toronto, and local partner agencies, including George Brown College, Dixon Hall, and YMCA of Greater Toronto.

Waterfront Toronto encourages its development partners, contractors, and consultants to participate in the WTEI program by sharing employment, training, and skills development opportunities and by attending networking and community outreach events. Employment opportunities at Waterfront Toronto are also promoted through the initiative. Waterfront Toronto discusses the services offered by WTEI with its partners and ultimately connects them with qualified candidates through the City and local partner agency network.



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WTEI offers free services that can be used in place of, or in addition to, an employer's internal recruitment process. WTEI can help employers by recruiting qualified candidates, conducting preliminary screening, and by developing, coordinating, and managing a customized recruitment process. WTEI can help job seekers by providing coaching and job preparation assistance as well as access to learning opportunities, financial supports, and suitable employment opportunities.

Since its soft launch in 2012, approximately 35 employment and training opportunities have been shared through the Waterfront Toronto Employment Initiative which has resulted in five full-time hires. Early efforts have focused on program planning, building a strong database of qualified candidates, developing an online portal, generating marketing materials, and attending job networking sessions and career fairs to build program awareness. As WTEI continues to develop, we will incorporate the initiative within our solicitation documents, and where appropriate, require developers, contractors, and consultants to participate.

Waterfront Toronto and its government partners are committed to creating a dynamic waterfront that puts people first and prioritizes jobs and economic growth. We hope that WTEI will help accomplish this by connecting unemployed and underemployed people to the employment and training opportunities that are transforming 800 hectares of formerly underutilized land into sustainable, vibrant communities.

### **COMMUNITY INVOLVEMENT**

Every year during Earth Week, Waterfront Toronto staff participates in the Mayor's Corporate Clean-Up Day, where we go outside and "clean-up" a public space that is important to us. This is a way for staff to participate in a larger city-wide initiative that is providing a public benefit and creating awareness on issues of waste management and individual responsibility.



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## Economic Performance Measures

Waterfront revitalization will provide lasting economic benefits for our city, province, and country by creating new employment opportunities, drawing tourists, realizing higher land values, and delivering a competitive edge for creative, knowledge-based industries. Further, advanced sustainability performance and modern infrastructure will attract the best and brightest companies and people and also make these communities more resilient to economic cycles by providing high quality buildings and valuable public amenities.



When you improve the quality of life in your city you attract investment and interest into the city. Businesses want to locate in vibrant locations in vibrant provinces, vibrant cities. That's what this investment is all about. Improving the quality of life here in Toronto, but it's also going to improve the investment climate here in this city.

**Honourable Brad Duguid**

Minister of Training,  
Colleges and Universities





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## **West Don Lands Flood Protection Landform**

**Before realizing the economic benefits of waterfront revitalization in the West Don Lands, Waterfront Toronto was required to remove the precinct from the flood-plain of the Don River, allowing the land to be rezoned for residential development. This was done by constructing the Flood Protection Landform.**

Construction of the Flood Protection Landform began in 2007 by the Ontario Realty Corporation (now Infrastructure Ontario) on behalf of Waterfront Toronto along the Don River from the rail corridor to King Street. The landform is approximately 8 hectares in size and consists of a clay lining surrounded by roughly 400,000 cubic metres of clean soil. While the majority of the Flood Protection Landform is complete, the river or wet side will be completed by summer 2013, providing an armoured wall on the river side for additional protection against erosion.

When complete, the Flood Protection Landform will protect not only the West Don Lands, but a 210-hectare area, including Toronto's financial district, from flooding during a regulatory flood event such as a "Hurricane Hazel"-level storm event.

The new topography of the Flood Protection Landform also acts as the foundation for Don River Park, which has been built on top of this engineered mound. Don River Park is a beautiful re-naturalized space that will become a signature part of the new West Don Lands community.



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## Direct Economic Value Generated and Distributed

The table below provides details on Waterfront Toronto's direct economic value generated and distributed. This information is sourced directly from Waterfront Toronto's audited annual financial statements.

<b>Statement of Economic Value Generated and Distributed</b> for the year ended March 31, 2012	<b>2012</b> \$M	<b>2011</b> \$M
<b>DIRECT ECONOMIC VALUE GENERATED</b>		
Revenue from governments	141.8	135.3
Revenue from non-government organizations	5.9	--
Revenue from property and financial investments	1.4	0.5
<b>TOTAL DIRECT ECONOMIC VALUE GENERATED</b>	<b>149.1</b>	<b>135.8</b>
<b>ECONOMIC VALUE DISTRIBUTED</b>		
Operating costs	2.7	2.7
Employee wages and benefits	4.7	5.0
Community infrastructure investments (including discontinued operations)	139.2	128.1
<b>TOTAL ECONOMIC VALUE DISTRIBUTED</b>	<b>146.6</b>	<b>135.8</b>
<b>ECONOMIC VALUE RETAINED</b>	<b>2.5</b>	<b>--</b>
<b>NET REVENUES</b>	<b>2.5</b>	<b>--</b>
<b>TOTAL ASSETS</b>	<b>173.7</b>	<b>218.3</b>

Net revenues pertain to the amount of unrestricted revenue available for future project expenditures. Total assets comprise primarily capital assets, such as land and improvements, retained for future waterfront developments.



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## Infrastructure Investments and Services

The majority of Waterfront Toronto investment is made in infrastructure and services for public benefit. Waterfront Toronto's business model is set up to invest funds made from selling land to developers into infrastructure, public realm and park projects.

### NEEDS ASSESSMENT

For infrastructure projects, a community needs assessment is conducted through the Environmental Assessment planning process. An environmental assessment documents the planning and decision-making process including the identification and evaluation of alternatives, environmental effects, impact mitigation, and public consultation. It also assesses the economic, social, cultural, and natural environmental needs and impacts of the project. For example, the environmental assessment conducted for the Queens Quay Revitalization project included a "Problem and Opportunity Statement" that was developed in close collaboration with stakeholders and the public over a five-month period. The statement, which outlined the deficiencies of the current road configuration, especially for pedestrians and cyclists, guided the process and determined the need for the project.

For park projects, need was determined early through the [Central Waterfront Public Space Framework](#) (PDF) (Please note that this document is 22,048 kB and could take considerable time to download) and the precinct planning process.

The Framework is a high level document that has guided the development of our parks and established the public realm as the foundation for waterfront revitalization. Prepared in consultation with key stakeholders, this document defines the character, scale, and use of the public spaces and provides input into the precinct planning process. The precinct plans further articulate the vision for parks and open spaces. For the East Bayfront, for example, the precinct plan identifies the need for pedestrian-oriented streets, public parks, water's edge promenade, and outdoor amenity spaces as key features of the new community.



The opening of the Underpass Park is an excellent example of how we turn neglected space into a community hub that improves the quality, uniqueness and beauty of our communities. It's really unique. There are creative minds in this city and these are the results of it.

**Rob Ford**

Mayor of Toronto





### **IMPACT OF INVESTMENT**

Waterfront Toronto’s investments in infrastructure, parks, and public realm projects have many positive impacts to both the community and the economy. These revitalization projects enhance waterfront access and create a new space for social interaction, fostering a sense of community, social well-being, as well as supporting active and healthy lifestyles. Our road revitalization projects such as Queen Quay are creating more functional and efficient spaces that balance the needs of all users by accommodating recreational, transit, bicycle, pedestrian, and auto traffic, while enhancing landscape features.

These projects will also serve to enhance tourism opportunities along the waterfront by allowing visitors to enjoy beautiful public realm features, creating greater access and viewpoints, and providing connectivity to existing cultural facilities. Additionally, the Waterfront will become an even more desirable location for employment as a result of the investments made in infrastructure and public realm revitalization, attracting the best and brightest companies.

The following table details infrastructure investments and services provided for public benefit.

	<b>2001-2012 Actual \$M</b>	<b>2013-2025 Forecast \$M</b>	<b>Total 2001-2025 \$M</b>
<b>PARKS AND PUBLIC SPACES</b>	\$306.6	\$289.0	\$595.6
<b>TRANSIT AND TRANSPORTATION</b>	\$238.6	\$172.1	\$410.8
<b>FLOOD PROTECTION</b>	\$153.5	\$2.5	\$156.0
<b>ROADS AND UTILITIES</b> (water, storm water, hydro, gas, district energy, broadband infrastructure)	\$156.2	\$108.2	\$264.4
<b>COMMUNITY EDUCATION AND HEALTH FACILITIES</b> (George Brown College)	\$24.5	\$21.9	\$46.4
<b>GRAND TOTAL</b>	<b>\$879.4</b>	<b>\$593.8</b>	<b>\$1,473.2</b>



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## **AFFORDABLE AND SOCIAL HOUSING**

In addition to the investments noted above, Waterfront Toronto and the Province have entered into an agreement with the City of Toronto to ensure that 20% of units within the West Don Lands will be affordable rental housing upon full build-out of the precinct. Provincial land will be provided at nominal value to help achieve this objective. Toronto Community Housing, Canada's largest social housing provider, is developing 243 units of affordable rental housing for seniors and families in the first phase of the West Don Lands. The buildings are targeting LEED Gold certification and will feature amenity space for residents and commercial uses at the ground floor level along King Street East. The buildings are currently under construction and occupancy is scheduled for 2013. Also under construction are two affordable rental housing buildings in the area that will be used as Athletes Village for the 2015 Pan/Parapan American Games. Following the games, a 145-unit building will be owned and operated as affordable rental housing by Wigwamen Incorporated, and a 108-unit building will be owned and operated by Fred Victor.

## **PRESERVATION AND RESTORATION OF HISTORIC ASSETS**

Waterfront Toronto's West Don Lands Block Plan and Design Guidelines call for the retention and reuse of heritage structures. A portion of the West Don Lands is being developed as the Athletes' Village for the 2015 Pan/Parapan American Games prior to its use as a new mixed-use community. As part of this development, the former Canadian National (CN) Police building at 445 Cherry Street, an important heritage structure, is being retained and will form part of the streetscape on the revitalized Front Street.

Further, in keeping with the Ontario Heritage Act, any listed heritage properties such as the Canary Restaurant located at 409 Front Street, will be incorporated into the community design. As part of the development approvals process, the requirement for heritage rehabilitation will be established prior to the issuance of a building permit by the City.

Waterfront Toronto also supported a land exchange that saw the First Parliament Site returned to public ownership. Approximately 200 years ago, the southwest corner of Front and Parliament was the location of Upper Canada's first parliament buildings. During the War of 1812, the buildings were burnt to the ground by American forces. After that, a jail was built on the site, followed by a series of industrial structures. In order to gain public control of the site, the City of Toronto exchanged Block 1 of the West Don Lands for this historic site.





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## Indirect Economic Impacts

To date, Waterfront Toronto has invested some \$1.26 billion in the renewal of Toronto's waterfront. This investment has resulted in many indirect economic benefits such as employment and government revenues. These indirect economic benefits are meeting Waterfront Toronto's corporate objectives of promoting employment growth and attracting and leveraging private sector development, while also generating revenues for the governments.

An Economic Impact Analysis was completed at the beginning of 2013 by Urban Metrics. The second phase of the assignment focused on the broader economic and value impacts generated by Waterfront Toronto investments. The following are the key findings of the study:

### EMPLOYMENT

Approximately 16,200 full-time person years of employment have been generated by Waterfront Toronto's direct, indirect, and induced expenditures between 2001 and 2012, with more than 71% in the City of Toronto. The majority of the jobs were created in the construction, finance, insurance, and real estate sectors, as well as the professional, scientific, and technical services sector. Jobs in the latter category are largely related to design, engineering and environmental services with a high degree of innovation.

### ADVANCING PRIVATE SECTOR DEVELOPMENT

Urban Metrics conducted 11 detailed interviews with real estate developers and leasing professionals involved with projects in the various waterfront precincts and adjoining neighbourhoods. Most of the respondents indicated that much of the waterfront would not be developed or would be delayed well into the future if not for the planning, remediation, and infrastructure development efforts by Waterfront Toronto.

The most impactful in advancing development and attracting private sector investment were cited as the flood protection landform, infrastructure investment, and parks and public spaces. As a result, both the volume and value of construction investment has increased at a much faster rate in recent years along the waterfront than elsewhere in Toronto.



We are growing our tax base, creating more value to buildings, adding value to peoples' homes and creating an asset.

### Honourable Glen Murray

Minister of Infrastructure and  
Minister of Transportation





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### **PROPERTY VALUE INCREASES**

Urban Metrics reviewed historic changes in property values, which indicated that the rate at which resale prices have increased in recent years is higher on average in the central waterfront area relative to elsewhere in the City. For example, as of 2012, the average price of condominiums in the Harbourfront area was \$512/ft<sup>2</sup>, whereas the average price for the entire City was lower at \$426/ft<sup>2</sup>. Furthermore, the rate at which these prices increased was also higher than elsewhere in Toronto. Although this is likely driven by a variety of influences, waterfront revitalization is one of the major contributing factors.

### **TAXES AND DEVELOPMENT CHARGES GENERATED**

When fully developed, it is estimated that the lands controlled by Waterfront Toronto in the East Bayfront and West Don Lands precincts will generate \$87 million in Development Charge revenues to the City to assist in funding future growth related capital infrastructure. Further, development of public lands in the East Bayfront and West Don Lands will generate \$33.5 million in municipal property taxes and some \$17.9 million annually in education taxes. New development on private lands will contribute approximately \$71.6 million in annual municipal taxes and \$40 million in education taxes.



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## Funds Contributed from Other Sources

Waterfront Toronto is currently working with the three orders of government to obtain enhanced operational governance powers including the ability to borrow and receive additional revenues. In the meantime, external sources have been pursued to supplement existing funding. The following summarizes key projects that have benefited from external funding:

### **MINIMUM GREEN BUILDING REQUIREMENTS AND CARBON TOOL – ONTARIO POWER AUTHORITY CONSERVATION FUND**

Waterfront Toronto received funding from Ontario Power Authority's Conservation Fund to update the Minimum Green Building Requirements (MGBR) and develop a Carbon Tool. The update to the MGBR was undertaken to reflect new priorities and continue to push the bar on sustainability with more stringent standards. Waterfront Toronto received \$175,331 from the Ontario Power Authority to support these initiatives.

### **PILOT SOIL RECYCLING FACILITY – FEDERATION OF CANADIAN MUNICIPALITIES GREEN MUNICIPAL FUND**

Waterfront Toronto received \$350,000 from the Federation of Canadian Municipalities under their Green Municipal Fund towards the pilot soil recycling facility. The objective of the pilot was to identify treatment options; assess economic feasibility; confirm that impacted soil can be treated and reused in compliance Ministry of the Environment guidelines; and showcase treatment technologies. Two operators were retained to perform competitively. Approximately 20,000 cubic metres of soil was processed by the two operators during the three month pilot processing period.

### **ARCHETYPE CONDOMINIUM PROJECT – ENBRIDGE SAVINGS BY DESIGN PROGRAM**

Waterfront Toronto was the client for this project led by Sustainable Buildings Canada. The goal was to identify ways that a condominium building might exceed the energy requirements in the Ontario Building Code by 25% or more, which is consistent with Waterfront Toronto's Minimum Green Building Requirements. A design charrette, funded by the Enbridge Savings by Design Program, was held to bring together a variety of experts who could examine a number of energy and environmental performance issues in a single brain-storming session. The charrette team members also made recommendations on other elements of design, including water conservation, storm water management, and materials selection. Specific areas of interest identified in the visioning session included low impact development, building durability and adaptability, and lifecycle implications of material selections.



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# Global Reporting Initiative

## WHAT

The Global Reporting Initiative (GRI) is a non-profit organization that has developed one of the most widely used sustainability reporting frameworks. The framework is created through a multi-stakeholder consensus-based approach, ensuring that the needs of all sectors are considered. The framework provides direction on how to measure and report on environmental, social, economic, and governance performance.

*GRI Vision: A sustainable global economy where organizations manage their economic, environmental, social, and governance performance and impacts responsibly, and report transparently.*

## WHY

An organization cannot effectively manage and change what they cannot measure. Sustainability reporting allows organizations to collect data, analyze performance, identify and communicate strengths and weaknesses, and most importantly improve performance.

Sustainability reporting also promotes transparency and accountability. GRI requires disclosure of information in the public domain, allowing stakeholders to track and compare performance over time and to other similar organizations.

## HOW

Waterfront Toronto used the G3.1 guidelines, which is the third generation of reporting guidelines. The G3 consists of principles and disclosure items. The principles help define the report content on items such as materiality, stakeholder inclusiveness, and boundaries. Disclosure items include issues management, governance approaches, and performance indicators.

The Construction and Real Estate Sector Supplement (CRESS) was also used to respond to the specific needs of our sector. It provides a tailored version of G3.1, including commentaries and performance indicators developed especially for construction and real estate, capturing the issues that matter most.

Waterfront Toronto's first Corporate Social Responsibility and Sustainability Report meets the requirements for application level "C", reflecting the extent of GRI reporting coverage. This level provides a starting point for first-time reporters such as Waterfront Toronto, while continually striving for an elevated level of application in coming years. For more information on what a level "C" includes, please read the [GRI Application Levels document](#) (PDF).

For more information, please visit the [GRI website](#).



# GRI Index

This index highlights how we have met the requirements for a Global Reporting Initiative application level “C” report. All items are fully reported with the exception of EN6, which is partially reported.

## STANDARD DISCLOSURE PART I: Profile Disclosure

### Strategy and Analysis

Profile Disclosure	Description	Key Points of Coverage as per GRI 3.1 CRESS (The Construction and Real Estate Sector Supplement) Content Index	Location in Report
1.1	Statement from the most senior decision-maker of the organization	Strategic priorities and key topics for the short and medium-term with regard to sustainability.	Message from CEO
		Including respect for internationally agreed standards and how they relate to long-term organizational strategy and success.	None have been applied
		Broader trends affecting the organization and influencing sustainability priorities.	
		Key events during the reporting period.	
		Achievements during the reporting period.	
		Failures during the reporting period.	Message from CEO
		Views on performance with respect to targets.	
		Outlook on the organization’s main challenges and targets for the next year and goals for the coming 3-5 years.	
		Other items pertaining to the organization’s strategic approach.	



## Organizational Profile

Profile Disclosure	Description	Key Points of Coverage as per GRI 3.1 CRESS (The Construction and Real Estate Sector Supplement) Content Index	Location in Report
2.1	Name of the organization.	Name of the organization	Title
2.2	Primary brands, products, and/or services.	Primary brands, products, and/or services.  Indicating the nature of the organization's role in providing these products and services, and the degree to which it utilizes outsourcing.	Who We Are
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.	Who We Are (Governance and Accountability subsection)
2.4	Location of organization's headquarters.	Location of organization's headquarters.	Who We Are (Governance and Accountability subsection)
2.5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	Number of countries where the organization operates.  Names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	Not applicable. Waterfront Toronto only operates in Toronto, Ontario, Canada
2.6	Nature of ownership and legal form.	Nature of ownership  Legal form	Who We Are



## Organizational Profile

Profile Disclosure	Description	Key Points of Coverage as per GRI 3.1 CRESS (The Construction and Real Estate Sector Supplement) Content Index	Location in Report
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	Markets served by geographic breakdown	Who We Are
		Markets served by sectors served	Not applicable. Waterfront Toronto only operates in the real estate sector
		Markets served by types of customers/beneficiaries	Stakeholder Satisfaction
2.8	Scale of the reporting organization.	Scale of the reporting organization, by number of employees	Who We Are (Governance and Accountability subsection)
		Scale of the reporting organization, by net sales (for private sector) or net revenues (for public sector)	Who We Are (Business Model subsection)
		Scale of the reporting organization, by number of operations	Not applicable. Waterfront Toronto only has one operation.
		For private sector: total capitalization by debt.	Not applicable. Waterfront Toronto does not operate in the private sector.



## Organizational Profile

Profile Disclosure	Description	Key Points of Coverage as per GRI 3.1 CRESS (The Construction and Real Estate Sector Supplement) Content Index	Location in Report
2.8	Scale of the reporting organization.	For private sector: total capitalization by equity.	Not applicable. Waterfront Toronto does not operate in the private sector.
		Scale of the reporting organization, by quantity of products or services provided	Who We Are
		Organizations are encouraged to provide additional information, as appropriate, such as: total assets.	Who We Are (Business Model subsection)
		Organizations are encouraged to provide additional information, as appropriate, such as: identity of beneficial ownership.	Who We Are
		Organizations are encouraged to provide additional information, as appropriate, such as: percentage of ownership of largest shareholders.	Who We Are
		Organizations are encouraged to provide additional information, as appropriate, such as: sales/revenues by countries/regions that make up 5 percent or more of total revenues.	Not applicable. Waterfront Toronto operates in one region.





## Organizational Profile

Profile Disclosure	Description	Key Points of Coverage as per GRI 3.1 CRESS (The Construction and Real Estate Sector Supplement) Content Index	Location in Report
		Organizations are encouraged to provide additional information, as appropriate, such as: cost by countries/regions that make up 5 percent or more of total revenues.	Not applicable. Waterfront Toronto operates in one region.
		Organizations are encouraged to provide additional information, as appropriate, such as: employees by country/region.	Not applicable. Waterfront Toronto operates in one region.
<b>2.8</b>	Scale of the reporting organization.	<p>CRESS COMMENTARY: Organizations are encouraged to provide additional information, as appropriate, such as: gross lettable area for assets under construction and management.</p>	Not applicable. Waterfront Toronto does not own buildings.
		<p>CRESS COMMENTARY: Organizations are encouraged to provide additional information, as appropriate, such as: vacancy rate (real estate).</p>	Not applicable. Waterfront Toronto does not own buildings.
		Significant changes regarding size, structure or ownership including the location of, or changes in operations including facility openings, closings and expansions.	<a href="#">Who We Are</a>
<b>2.9</b>	Significant changes during the reporting period regarding size, structure, or ownership.	For private sector: Significant changes regarding size, structure or ownership including changes in the share capital structure and other capital formation, maintenance and alteration operations.	Not applicable. Waterfront Toronto is not considered private sector.



## Organizational Profile

Profile Disclosure	Description	Key Points of Coverage as per GRI 3.1 CRESS (The Construction and Real Estate Sector Supplement) Content Index	Location in Report
2.10	Awards received in the reporting period.	Awards received in the reporting period.	Awards and Recognition

## Report Parameters

Profile Disclosure	Description	Key Points of Coverage as per GRI 3.1 CRESS (The Construction and Real Estate Sector Supplement) Content Index	Location in Report
3.1	Reporting period (e.g., fiscal/calendar year) for information provided.	Reporting period (e.g., fiscal/calendar year) for information provided.	What's in Our Report (Defining Performance Measures subsection)
3.2	Date of most recent previous report (if any).	Date of most recent previous report (if any).	Not applicable. This is Waterfront Toronto's first report.
3.2	Reporting cycle (annual, biennial, etc.)	Reporting cycle (annual, biennial, etc.)	Message from CEO
3.4	Contact point for questions.	Contact point for questions.	Header Menu (Contact Us)
3.5	Process for defining report content.	Process for defining report content.	What's in Our Report (Defining Performance Measures subsection)
		Including determining materiality.	
		Including prioritizing topics within the report.	
		Including identifying stakeholders the organization expects to use the report.	



## Report Parameters

Profile Disclosure	Description	Key Points of Coverage as per GRI 3.1 CRESS (The Construction and Real Estate Sector Supplement) Content Index	Location in Report
3.5	Process for defining report content.	Include an explanation of how the organization has applied the 'Guidance on Defining Report Content,' the associated Principles and the Technical Protocol: 'Applying the Report Content Principles.'	What's in Our Report (Defining Performance Measures subsection)
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance.	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance.  CRESS COMMENTARY: Reasons of exclusion of activities within organizational boundaries that are not included in reporting on Performance Indicators.	What's in Our Report (Boundary of the Report subsection)
3.7	State any specific limitations on the scope or boundary of the report (see completeness Principle for explanation of scope).	State any specific limitations on the scope or boundary of the report (see completeness Principle for explanation of scope).  If boundary and scope do not address the full range of material, economic, environmental, and social impacts of the organization, state the strategy and projected timeline for providing complete coverage.	What's in Our Report (Boundary of the Report subsection)



## Report Parameters

Profile Disclosure	Description	Key Points of Coverage as per GRI 3.1 CRESS (The Construction and Real Estate Sector Supplement) Content Index	Location in Report
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.  CRESS COMMENTARY: For organizations with real estate portfolios: single-let and multi-let lease arrangements (typically financial lease or operating lease) across the portfolio.	Not applicable (no such changes have been made to Waterfront Toronto that may affect comparability)
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods).	Explanation of the effect of any re-statements of information provided in earlier reports  In case of such re-statements: the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods).	Not applicable. This is Waterfront Toronto's first report.
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	Not applicable. This is Waterfront Toronto's first report.



## Report Parameters

Profile Disclosure	Description	Key Points of Coverage as per GRI 3.1 CRESS (The Construction and Real Estate Sector Supplement) Content Index	Location in Report
3.12	Table identifying the location of the Standard Disclosures in the report.	Table identifying the location of the Standard Disclosures in the report.	This table

## Governance, Commitments, Engagement

Profile Disclosure	Description	Key Points of Coverage as per GRI 3.1 CRESS (The Construction and Real Estate Sector Supplement) Content Index	Location in Report
4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	<p>Governance structure of the organization.</p> <p>Including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.</p> <p>Description of mandate of such committees</p> <p>Description of composition (including number of independent members and/or non-executive members) of such committees.</p> <p>Indicate any direct responsibility for economic, social and environmental performance of such committees.</p> <p>The percentage of individuals by gender within the organization's highest governance body broken down by age group.</p>	Who We Are (Governance and Accountability subsection)



## Governance, Commitments, Engagement

Profile Disclosure	Description	Key Points of Coverage as per GRI 3.1 CRESS (The Construction and Real Estate Sector Supplement) Content Index	Location in Report
4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	The percentage of individuals by gender within the organization's highest governance body broken down by minority group membership.	Not applicable. Waterfront Toronto does not keep records on ethnicity of employees.
		The percentage of individuals by gender within the organization's highest governance body broken down by other indicators of diversity.	Not applicable. Waterfront Toronto does not keep records on other indicators of diversity.
4.2	Indicate whether the Chair of the highest governance body is also an executive officer.	Indicate whether the Chair of the highest governance body is also an executive officer.  If so, is their function is within the organization's management and the reasons for this arrangement.	Who We Are (Governance and Accountability subsection)
4.3	For organizations that have a unitary board structure, state the number and gender of members of the highest governance body that are independent and/or non-executive members.	Indicate whether the organization has a unitary board structure.  For organizations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members.	Waterfront Toronto does not have a unitary board structure



## Governance, Commitments, Engagement

Profile Disclosure	Description	Key Points of Coverage as per GRI 3.1 CRESS (The Construction and Real Estate Sector Supplement) Content Index	Location in Report
4.3	For organizations that have a unitary board structure, state the number and gender of members of the highest governance body that are independent and/or non-executive members.	<p>For organizations that have a unitary board structure, state the gender of the members of the highest governance body that are independent and/or non-executive members.</p> <hr/> <p>State how the organization defines 'independent' and 'non-executive'.</p>	Waterfront Toronto does not have a unitary board structure
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	<p>Mechanisms for shareholders to provide recommendations or direction to the highest governance body.</p> <hr/> <p>Include reference to processes regarding the use of shareholder resolutions or other mechanisms for enabling minority shareholders to express opinions to the highest governance body.</p> <hr/> <p>Mechanisms for employees to provide recommendations or direction to the highest governance body.</p> <hr/> <p>Include reference to processes regarding informing and consulting employees about the working relationships with formal representation bodies such as organization level 'work councils' and representation of employees in the highest governance body.</p>	<p>Not applicable. Waterfront Toronto does not have shareholders, but rather government stakeholders</p> <hr/> <p>Who We Are (Governance and Accountability subsection)</p>



## Governance, Commitments, Engagement

Profile Disclosure	Description	Key Points of Coverage as per GRI 3.1 CRESS (The Construction and Real Estate Sector Supplement) Content Index	Location in Report
4.14	List of stakeholder groups engaged by the organization.	<p>List of stakeholder groups engaged by the organization.</p> <hr/> <p>CRESS COMMENTARY: Stakeholder groups who are engaged at the organizational level.</p> <hr/> <p>CRESS COMMENTARY: Stakeholder groups who are engaged at a project or asset level.</p>	Stakeholder Satisfaction
4.15	Basis for identification and selection of stakeholders with whom to engage.	<p>Basis for identification of stakeholders with whom to engage.</p> <hr/> <p>Basis for selection of stakeholders with whom to engage.</p> <hr/> <p>Including the organization's process for defining its stakeholder groups.</p> <hr/> <p>Including the organization's process for determining the groups with which to engage and not to engage.</p>	Stakeholder Satisfaction





STANDARD DISCLOSURE PART II: Performance Indicators

Economic

Economic Performance

Location in Report

EC1

Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.

CRESS COMMENTARY:  
Direct economic value generated: revenues reported according to financial information from relevant financial documents.

CRESS COMMENTARY:  
Direct economic value distributed: operating costs reported according to financial information from relevant financial documents.

CRESS COMMENTARY: Direct economic value distributed: employee wages and benefits reported according to financial information from relevant financial documents.

CRESS COMMENTARY: Direct economic value distributed: payments to providers of capital reported according to financial information from relevant financial documents.

CRESS COMMENTARY: Direct economic value distributed: payments to governments (by country) broken down by payments direct to government and payments to government as agent reported according to financial information from relevant financial documents.

Direct Economic Value Generated and Distributed

Waterfront Toronto does not have the power to borrow hence there are no payments to providers of capital

Waterfront Toronto is exempt from income tax and as a result does not make payments to governments.



**Economic Performance**

**Location in Report**

**EC1**

Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.

Direct economic value distributed: community investments.

Economic value retained (=Economic value generated less (=minus) Economic value distributed).

Direct Economic Value Generated and Distributed

**Indirect Economic Impacts**

**Location in Report**

**ECs**

Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.

Explanation of the extent of development (e.g. size, cost, duration) of significant investments and support on communities and local economies.

Infrastructure Investments and Services



**Indirect Economic Impacts**

**Location  
in Report**

**ECs**

Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.

When there are investments: indicate whether these investments and services are commercial, in-kind or pro bono engagement.

With funding support from the three levels of government and as part of its mandate to revitalize Toronto's waterfront, Waterfront Toronto makes investments in infrastructure for the public benefit. This investment cannot be characterized as commercial, in-kind or pro bono, but rather as fulfilling the corporation's directive.

Explanation of the current or expected impacts (positive or negative) on communities and local economies.

CRESS COMMENTARY: Explanation of significant infrastructure investments made by the reporting organization, distinguishing between voluntary investment and mandatory investment, in relation to: affordable and social housing.

[Infrastructure Investments and Services](#)



**Indirect Economic Impacts**

**Location  
in Report**

**ECs**

Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.

CRESS COMMENTARY: Explanation of significant infrastructure investments made by the reporting organization, distinguishing between voluntary investment and mandatory investment, in relation to: preservation and restoration of historic assets.

CRESS COMMENTARY: Explanation of significant infrastructure investments made by the reporting organization, distinguishing between voluntary investment and mandatory investment, in relation to: publicly accessible open/recreation space.

CRESS COMMENTARY: Explanation of significant infrastructure investments made by the reporting organization, distinguishing between voluntary investment and mandatory investment, in relation to: community education and health facilities.

Whether the organization conducted a community needs assessment to determine infrastructure and other services need.

When a needs assessment was conducted: explanation of results of the assessment.

Infrastructure Investments and Services



**Indirect Economic Impacts**

**Location in Report**

<b>EC9</b>	<p>Understanding and describing significant indirect economic impacts, including the extent of impacts.</p>	<p>Explanation of work undertaken to understand the indirect economic impacts the organization has at the national, regional, or local level.</p> <hr/> <p>Examples of indirect economic impacts, both positive and negative.</p> <hr/> <p>The significance of the impacts in the context of external benchmarks and stakeholder priorities, such as national and international standards, protocols and policy agendas.</p>	<p>Indirect Economic Impacts</p> <hr/> <p>No context for indirect economic impacts, beyond Waterfront Toronto's internal corporate objectives.</p>
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**Environmental**

**Energy**

**Location in Report**

<b>EN6</b>	<p>Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.</p>	<p>Existing initiatives to reduce the energy requirements of major products/product groups or services.</p>	<p>Initiatives Supporting Energy Efficiency</p>
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**Energy**

**Location  
in Report**

	<p>CRESS COMMENTARY: including organization-wide energy efficiency initiatives in place to design new assets (buildings and infrastructure), and redevelop/retrofit existing assets (buildings only) to such standards.</p>	<p>Initiatives Supporting Energy Efficiency  (no existing buildings)</p>
	<p>CRESS COMMENTARY: including organization-wide energy management initiatives to manage existing buildings and construction sites efficiently.</p>	<p>Initiatives Supporting Energy Efficiency</p>
<p><b>EN6</b></p> <p>Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.</p>	<p>CRESS COMMENTARY: including organization-wide end user engagement initiatives as implemented by design professionals, building or construction personnel and building operators.</p>	<p>Initiatives Supporting Energy Efficiency</p>
	<p>Quantified reductions in the energy requirements of products and services achieved during the reporting period.</p>	<p>Waterfront Toronto has not quantified energy reductions achieved, but hopes to work with building owners / condo corporations in the future to obtain data.</p>
	<p>If use-oriented figures are employed (e.g. energy requirements of a computer): assumptions about underlying consumption patterns or normalization factors referring to available industry standards.</p>	<p>User-oriented figures are not employed.</p>



Biodiversity		Location in Report
		The size and location of all habitat protected areas and/or restored areas (in hectares). <i>Aquatic Habitat</i>
<b>EN13</b>	Habitats protected or restored.	CRESS COMMENTARY: including habitats that are not owned or controlled by the reporting organization. None exist
		CRESS COMMENTARY: including the enhancement and creation of diverse and biodiversity sensitive habitats. None exist
<b>EN13</b>	Habitats protected or restored.	If restored: whether the success of the restoration measure was/is approved by independent external professionals. Whether partnerships exist with third parties to protect or restore habitat distinct from where the organization has overseen and implemented restoration or protection measures. <i>Aquatic Habitat</i>



**Emissions, Effluents and Waste**

**Location in Report**

<p><b>EN22</b></p> <p>Total weight of waste by type and disposal method.</p>	<p>The total amount of waste (hazardous &amp; non-hazardous) in tonnes by type for composting.</p>	<p>Waste Diversion</p>
	<p>The total amount of waste (hazardous &amp; non-hazardous) in tonnes by type for reuse.</p>	<p>None were reused</p>
	<p>The total amount of waste (hazardous &amp; non-hazardous) in tonnes by type for recycling.</p>	<p>Waste Diversion</p>
	<p>The total amount of waste (hazardous &amp; non-hazardous) in tonnes by type for recovery.</p>	<p>None were recovered</p>
	<p>The total amount of waste (hazardous &amp; non-hazardous) in tonnes by type for incineration (or use as fuel).</p>	<p>None were incinerated</p>
	<p>The total amount of waste (hazardous &amp; non-hazardous) in tonnes by type for landfill.</p>	<p>Waste Diversion</p>
	<p>The total amount of waste (hazardous &amp; non-hazardous) in tonnes by type for deep well injection.</p>	<p>None were deep well injected</p>
	<p>The total amount of waste (hazardous &amp; non-hazardous) in tonnes by type for on-site storage.</p>	<p>None were stored on-site</p>





**Emissions, Effluents and Waste**

**Location  
in Report**

		<p>The total amount of waste (hazardous &amp; non-hazardous) in tonnes by type for other (to be specified by the reporting organization), including waste where final destination is unknown or where waste is mixed and final destination is not known or cannot be classified.</p>	<p>Waste Diversion</p>
		<p>How the method of disposal has been determined.</p>	<p>Waste Diversion</p>
<p><b>EN22</b></p>	<p>Total weight of waste by type and disposal method.</p>	<p>CRESS COMMENTARY: Percentage of waste by disposal method.</p>	<p>Waste Diversion</p>
		<p>CRESS COMMENTARY: Percentage of waste by significant waste type.</p>	<p>Waste Diversion</p>
		<p>CRESS COMMENTARY: Percentage of waste by waste diverted from landfill.</p>	<p>Waste Diversion</p>
		<p>CRESS COMMENTARY: Construction companies: significant waste types (hazardous and non-hazardous) from construction, demolition and excavation (CD&amp;E) activities.</p>	<p>Waste Diversion</p>



**Land Degradation, Contamination and Remediation**

**Location in Report**

<b>CRE5</b>	Land remediated and in need of remediation for the existing or intended land use, according to applicable legal designations.	Total area of land decontaminated and remediated to intended use in square metres or hectares for the current reporting year.	
		Total area of land assessed for remediation but not yet remediated in square metres or hectares for the current reporting year.	Land Remediation
		Total area of land that is potentially contaminated but level of contamination is not known or assessed in square metres or hectares for the current reporting year.	
		If land has become contaminated as a consequence of their own actions or the actions of a third party.	All contamination resulted from previous industrial use by a third party.

**Compliance**

**Location in Report**

<b>EN28</b>	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	Total monetary value of significant fines.	Environmental Non-Compliance Orders
		Number of non-monetary sanctions.	
		Cases brought through dispute resolution mechanisms.	



## Social: Labour Practices and Decent Work

### Occupational Health and Safety Location in Report

<b>LA6</b>	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs.	The percentage of the total workforce represented in formal joint management-worker health and safety committees.	Health and Safety
		The level(s) at which the committee(s) typically operates.	

### Training and Education Location in Report

<b>LA12</b>	Percentage of employees receiving regular performance and career development reviews by gender.	The percentage of total employees (from LA1) by gender who received a formal performance appraisal and review during the reporting period.	Planning for Success
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## Social: Product Responsibility

Product and Service Labelling	Location in Report
	<p>Type of mandatory and voluntary sustainable certification, rating, or labeling schemes in at least one of the following ways: Total number of assets that have achieved a certification, rating or labeling within a portfolio (buildings and construction projects), and level of certification attained; or Percentage of assets certifications, ratings or labels achieved within a portfolio.</p>
<p><b>CEs</b></p> <p>Type and number of sustainability certification, rating and labeling schemes for new construction, management, occupation and redevelopment.</p>	<p>Number of mandatory and voluntary sustainable certification, rating, or labeling schemes in at least one of the following ways: Total number of assets that have achieved a certification, rating or labeling within a portfolio (buildings and construction projects), and level of certification attained; or Percentage of assets certifications, ratings or labels achieved within a portfolio.</p> <p>LEED Gold Certification</p>
	<p>Building operational performance improvements as a result of the introduction of the certification, rating or labeling schemes compared to the design specification using any of the criteria of the certification, rating or labeling schemes.</p>



WATERFRONToronto

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**Product and Service Labelling**

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**Location  
in Report**

**PR5**

Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.

CRESS COMMENTARY: The reporting organization's customers.

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Organization-wide practices in place to assess and maintain customer satisfaction.

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CRESS COMMENTARY: Results or key conclusions of surveys conducted that were related to the organization as a whole, a major product/service category, significant locations of operation, customer satisfaction trends over time, including conclusions from legacy studies and surveys, specifically client and end user's long-term satisfaction with Construction or Real Estate projects.

Stakeholder  
Satisfaction



**WATERFRONT**Toronto

## **Awards and Recognition**

Since its inception in 2001, Waterfront Toronto has been the recipient of over 50 local, regional, national and international awards.

The third-party awards recognize outstanding achievement in a broad range of disciplines, from planning, design, architecture, engineering and sustainability, to communications, and consultation.

The majority of the awards are considered to be the most prestigious and high-profile of their type. They provide recognition and credibility, validate the Corporation's strategies, help set industry standards, and, on occasion, even change the way people think.

Of particular note are those that recognize our leadership in the area of sustainability. In 2008 Waterfront Toronto won the Public Sector Service Gold Award for Toronto Waterfront's Aquatic Habitat Restoration Strategy. In 2010 we won the Living City Award: Healthy Rivers and Shorelines for the East Bayfront Integrated Stormwater Management System at Sherbourne Common, and in 2012 Waterfront Toronto was honoured with one of the world's most prestigious: the Globe Award for Environmental Excellence in Urban Sustainability for our Minimum Green Building Requirements. Waterfront Toronto also received a BEX (Building Exchange) International award in the category of "Best Futuristic Design Award" for the Keating Channel Precinct Plan.

The awards demonstrate the organization's leadership and are a tangible measure of Waterfront Toronto's performance across an array of fields. They enhance our reputation, increase awareness of the revitalization initiative, and help us to attract good talent.



**WATERFRONT**Toronto

## **AWARDS AND NOMINATIONS TO DATE**

### **2013**

- Intelligent Community Forum Smart 21 Designation for the City of Toronto with Waterfront Toronto highlighted as a key catalyst for the Intelligent Community development
- Intelligent Community Forum Top 7 Designation for the City of Toronto with Waterfront Toronto highlighted as a key catalyst for the Intelligent Community development

### **2012**

- Ontario Public Works Association Project of the Year Award for Sherbourne Common
- Willis Chapman Award from the Consulting Engineers of Ontario for Sherbourne Common's Stormwater Management System
- Ontario Concrete Award in the Structural Infrastructure Category for the West Don Lands Stormwater Treatment and Conveyance System
- Canadian Consulting Engineering Award of Excellence for Sherbourne Common
- Canadian Urban Institute Brownie Award to George Brown College Health Sciences Campus for Excellence in Project Development: Neighbourhood Scale
- Canadian Urban Institute Brownie Award to Underpass Park for Best Small Scale Project
- Canadian Urban Institute Brownie Special Award to Flood Protection Landform for its contribution to the Public Realm
- BILD Pinnacle Award Best Building Design – High Rise to Great Gulf Homes, Monde – Quadrangle Architects, Cecconi Simone
- Canadian Society of Landscape Architects National Honour Award for Sherbourne Common
- American Society of Landscape Architects (ASLA) Honor Award for Canada's Sugar Beach
- National Urban Design Award in Civic Design Projects for Canada's Sugar Beach and Sustainable Award for Sherbourne Common
- Azure Magazine AZ People's Choice Award for Canada's Sugar Beach



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- GLOBE Award for Environmental Excellence in Urban Sustainability for the Minimum Green Building Requirements

## 2011

- Canadian Architect Magazine Award of Excellence for the West Don Lands stormwater treatment facility
- Sherbourne Common received the Gold Award for Landscape Architecture at the 2011 Design Exchange Awards in Toronto
- Sherbourne Common received the Architectural Hardscape Award by the Ontario Concrete Awards
- Ontario Professional Planners Institute (OPPI) Excellence in Planning Award for the Lower Don Lands Framework Plan/Keating Channel Precinct Plan
- Toronto Urban Design Award of Excellence for Canada's Sugar Beach
- Toronto Urban Design Awards Honourable Mention for the Sherbourne Common Pavilion
- Canadian Society of Landscape Architects Regional Honour Reward for Canada's Sugar Beach
- Canadian Society of Landscape Architects Regional Honour Reward for Martin Goodman Trail Improvements at Marilyn Bell Park
- 2011 IABC Toronto OVATION Award of Merit in the category of media relations for the groundbreaking and opening of Canada's Sugar Beach
- 2011 IABC Toronto OVATION Award of Merit in the category of community relations for the "Rename Sherbourne Park Contest"

## 2010

- BILD Pinnacle Award Best Building Design – High Rise to GUrban Capital Property Group, River City
- Best of the Best Award from the Toronto Construction Association (TCA) for East Bayfront
- Design Exchange Award for Simcoe and Rees WaveDecks
- Conde Nast Traveller Innovation and Design Award – nomination for Rees and Simcoe WaveDeck
- Royal Architectural Institute of Canada National Urban Design Awards – Certificate of Merit for the Spadina WaveDeck





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- Transportation Achievement Award by the Institute of Transportation Engineers for the Lower Don Lands
- Canadian Urban Institute Brownie Award for the Port Lands Pilot Soil Recycling Facility
- Living City Award: Healthy Rivers and Shorelines for the East Bayfront Integrated Stormwater Management System at Sherbourne Common

## 2009

- Canadian Architect Award of Merit for the Sherbourne Common Pavilion
- Canadian Society of Landscape Architecture National Honour Award for the Lake Ontario Park Master Plan
- Canadian Society of Landscape Architecture National Merit Award for the Spadina WaveDeck
- American Institute of Architects Merit Award for Lower Don Lands
- American Society of Landscape Architects Honor Award for General Design, Spadina WaveDeck
- BEX International Award for Best Futuristic Design for the Lower Don Lands Plan
- Spadina WaveDeck nominated for Brit's Insurance Design Award (first Canadian project to be shortlisted for the award)
- Summit Creative Award for the Waterfront Toronto Annual Report 2007-2008
- Toronto Urban Design Award in the Small Open Space Category (Award of Excellence) for the Spadina WaveDeck
- Toronto Urban Design Award in the Vision and Master Plan Category (Honourable Mention) for the Master Plan for Lake Ontario Park
- Ontario Builders Award in the Industrial Category (Award of Excellence) for the Simcoe and Rees WaveDecks
- WoodWorks! Canadian Wood Council's Jury's Choice Award for the Simcoe, Rees and Spadina WaveDecks

## 2008

- Royal Architectural Institute of Canada's Sustainable Development Award for MVVA's Lower Don Lands design



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- American Society of Landscape Architects Honor in Analysis and Planning for Port Lands Estuary: Reinventing the Don River as an Agent of Urbanism
- Public Sector Service Gold Award for Toronto Waterfront's Aquatic Habitat Restoration Strategy

## **2007**

- Broadband Properties Summit Cornerstone Award for Developing a World-Class Concept for an Ultra-Broadband Community for Waterfront Toronto's Intelligent Communities
- Toronto Urban Design Award for the Port Lands Estuary Master Plan
- Toronto Urban Design Award for the Central Waterfront Master Plan
- Toronto Urban Design Award for the Harbourfront Water's Edge Revitalization
- Toronto Urban Design Award Honourable Mention for the Quay to the City
- Canadian Society of Landscape Architects National Merit for Central Waterfront's Innovative Design Competition
- Canadian Society of Landscape Architects National Merit for Quay to the City
- Public Sector Service Silver Award for Waterfront Toronto's Aquatic Habitat Restoration Strategy

## **2006**

- Canadian Society of Landscape Architects Regional Honour for East Bayfront Precinct Plan, Public Realm and Streetscape Plan

## **2005**

- Boston Society of Architects' Millo Von Moltke Award for Urban Design for East Bayfront Precinct Plan
- Congress for the New Urbanism Charter Award for East Bayfront Precinct Plan
- Toronto Urban Design Award for the West Don Lands Precinct Plan

## **2004**

- Public Sector Quality Fair Certificate of Excellence for the Precinct Planning Consultation Process in Toronto's Waterfront



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## What's Ahead

Over the last 10 years, Waterfront Toronto has completed many projects of public benefit. The bubble diagram below displays some of our key accomplishments to date, showcasing Waterfront Toronto's commitment to delivering environmentally, socially, and economically sustainable communities.

The next 10 years will prove to be as, if not more, exciting as the last 10. Waterfront Toronto has many projects in the pipeline that will demonstrate the Corporation's commitment to bringing its sustainability vision to life.

We hope you found this report interesting and we look forward to sharing more in the coming years. Please visit this site often as we will update data as information becomes available.

For questions and to provide comments on this report, please email [Waterfront Toronto](#).



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When you have kids and when you have grandkids, you kind of forget about what you want to see at the end, you want to make sure that you do something good for the next generation. That is the beautiful part of this revitalization.

**Honourable Lisa Raitt**

Federal Minister of Labour





# WHAT WE'VE ACCOMPLISHED

  
**2004  
2005**

- Sustainability Framework
- Cherry Beach Improvements

  
**2006  
2007**

- Expansion of Martin Goodman Trail
- Western Beaches Watercourse
- John and York Quay Promenade
- Leslie Street Greening Phase 1
- Mandatory Green Building Requirements

  
**2008**

- Cherry Beach Sports Fields
- Mimico Waterfront Linear Park Phase 1
- Spadina Wavedeck

  
**2009**

- Simcoe and Rees Wavedeck
- LEED for Neighbourhood Development
- Parks and Open Space Guidelines
- Environmental Management Plan
- Cherry / Commissioners Intersection Improvements

  
**2012**

- Underpass Park
- George Brown College
- Mimico Waterfront Park
- Port Union Waterfront Park
- Tommy Thompson Park
- Canada Square Garage

  
**2011**

- Updated Minimum Green Building Requirements
- Carbon Tool
- Sherbourne Common
- Sherbourne Common Pavilion

  
**2010**

- Sugar Beach
- Corus Entertainment Building
- Soil Recycling Pilot Facility

# WHAT'S AHEAD

## EAST BAYFRONT

- Bayside Public Realm
- Parkside development
- Bayside Phase 1
- Infrastructure and local streets
- Queens Quay Transit
- Quay Side Development

## WEST DON LANDS

- Stormwater quality management facility
- River City
- Affordable housing development
- Pan Am Athlete's Village
- Don River Park

## OTHER PROJECTS

- Union Station second Platform
- Portlands Flood Protection

## CENTRAL WATERFRONT

- Canada Square
- Foot of Yonge Street Park
- Queens Quay Boulevard Revitalization



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# Glossary of Terms

## **AQUATIC HABITAT TORONTO (AHT)**

AHT is a consensus-based partnership between agencies with a vested interest in the improvement of aquatic habitat on Toronto's waterfront. AHT uses an integrated resource planning approach to achieve a cumulative net gain in aquatic habitat and helps direct and design suitable aquatic habitat in appropriate locations where there are potential project-related impacts.

## **CARBON TOOL**

The Waterfront Toronto Carbon Tool is a spreadsheet assessment tool based on Arup's proprietary Integrated Resource Management technology that allows its users to measure sustainability performance in key areas such as land use, energy, water, waste, transportation, and materials. The Carbon Tool enables the user to understand the relationship between development decisions and sustainability and to explore ways of improving performance and reducing carbon emissions. It is designed to make sustainability considerations central in the decision-making process for neighbourhood development.

## **CRESS**

The Construction and Real Estate Sector Supplement provides a tailored version of G3.1, including commentaries and performance indicators developed especially for construction and real estate, capturing the issues that matter most to the sector.

## **ENVIRONMENTAL MANAGEMENT PLAN (EMP)**

The Environmental Management Plan identifies processes and procedures to mitigate environmental effects that could result from project-related activities on the waterfront and specifies the minimum environmental standards to which all Waterfront Toronto consultants and contractors are expected to adhere.

## **GLOBAL REPORTING INITIATIVE (GRI)**

The Global Reporting Initiative (GRI) is a non-profit organization that has developed one of the most widely used sustainability reporting frameworks. The framework is created through a multi-stakeholder consensus-based approach, ensuring that the needs of all sectors are considered. The framework provides direction on how to measure and report on environmental, social, economic, and governance performance.



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## **LEADERSHIP IN ENERGY AND ENVIRONMENTAL DESIGN (LEED)**

LEED is a green building rating system established by the US Green Building Council for the design, construction and operation of high performance [green buildings](#), homes and neighbourhoods. The rating system provide building owners and operators a framework for identifying and implementing green building design, construction, operations, and maintenance solutions.

### **LEED FOR NEW CONSTRUCTION**

LEED for New Construction is the most commonly used rating system within the family of LEED programs. It addresses design and construction activities for both new buildings and major renovations of existing buildings. It also applies to retail, mid- and high-rise multi-unit residential buildings, public assembly buildings, manufacturing plants, and other types of buildings.

### **LEED FOR NEIGHBOURHOOD DEVELOPMENT**

LEED for Neighbourhood Development is a rating system within the family of LEED programs. It was established by the US Green Building Council in 2007, as a pilot, in a joint venture with the Congress for the New Urbanism and the Natural Resources Defense Council. LEED ND takes green development beyond the threshold of energy-efficient buildings and requires a more integrated and comprehensive strategy that focuses on a neighbourhood-wide perspective. As a result issues such as development density and proximity, walkable streets, affordability, community involvement, and diverse local uses are addressed.

Waterfront Toronto participated in the LEED ND pilot program in order to test its strategies for sustainability by the third party rating system. It has achieved Stage 1 Gold certification for the plans for East Bayfront, West Don Lands, and North Keating communities.

### **MINIMUM GREEN BUILDING REQUIREMENTS (MGBR)**

Waterfront Toronto's Minimum Green Building Requirements (MGBR) are performance standards that apply to all building projects controlled by Waterfront Toronto. The MGBR support advanced, high performance buildings, including requirements for energy efficiency and LEED Gold certification.



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### **PARKS AND OPEN SPACE GUIDELINE**

The Parks and Open Spaces Guideline provide best practices for the creation of parks and open spaces along Toronto's waterfront. It is intended to stimulate the imagination and encourage further research into innovative technologies and approaches that could be applied to the planning, design, and construction of waterfront public spaces.

### **PERFORMANCE MEASURE**

A performance measure is the description of criteria used to determine progress towards particular organizational objectives.

### **SUSTAINABILITY FRAMEWORK**

Waterfront Toronto's Sustainability Framework provides the overarching corporate policy on sustainability and presents a roadmap to guide the transformation of the waterfront into sustainable communities. It also lays the foundation for integrating sustainability principles into all facets of decision-making and project delivery. This is accomplished by translating general commitments and broad concepts into a clear vision and concrete goals. The Sustainability Framework is organized into a series of five outcomes that reflect the desired characteristics of waterfront communities and 11 interrelated themes that each has a set of objectives, strategies, actions and targets.



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# **Appendix**





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## **Organizational Highlights**

Visit Waterfront Toronto's corporate website for more information on:

- Our vision for [economic growth and return on investment](#).
- Our vision for a [clean and green environment](#).
- Our vision for [innovation, green technology, and intelligent communities](#).
- Our vision for creating [liveable neighbourhoods](#).
- Our [parks and open spaces](#).



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## **For Business**

If you are a business, here's what we think you will be interested in:

- Who We Are
- What's In Our Report
- LEED Gold Certification
- Initiatives Supporting Energy Efficiency
- Carbon Emissions
- Land Remediation
- Office Sustainability
- LEED for Neighbourhood Development
- West Don Lands Flood Protection Landform
- Direct Economic Value Generated and Distributed
- Infrastructure Investments and Services
- Indirect Economic Impacts
- Funds Contributed from Other Sources
- What's Ahead
- Glossary of Terms



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## **For Residents**

If you are a resident, here's what we think you will be interested in:

- [Who We Are](#)
- [What's In Our Report](#)
- [Aquatic Habitat](#)
- [LEED Gold Certification](#)
- [Initiatives Supporting Energy Efficiency](#)
- [Carbon Emissions](#)
- [Water Conservation](#)
- [Land Remediation](#)
- [Waste Diversion](#)
- [Environmental Non-Compliance Orders](#)
- [Office Sustainability](#)
- [LEED for Neighbourhood Development](#)
- [Waterfront Access](#)
- [Design Excellence](#)
- [Stakeholder Satisfaction](#)
- [Community Engagement Initiatives](#)
- [West Don Lands Flood Protection Landform](#)
- [Infrastructure Investments and Services](#)
- [Indirect Economic Impacts](#)
- [What's Ahead](#)
- [Glossary of Terms](#)



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## **For Government**

If you are in government, here's what we think you will be interested in:

- Who We Are
- What's In Our Report
- Aquatic Habitat
- LEED Gold Certification
- Initiatives Supporting Energy Efficiency
- Carbon Emissions
- Water Conservation
- Land Remediation
- Waste Diversion
- Environmental Non-Compliance Orders
- LEED for Neighbourhood Development
- Stakeholder Satisfaction
- Health and Safety
- Planning for Success
- Community Engagement Initiatives
- West Don Lands Flood Protection Landform
- Direct Economic Value Generated and Distributed
- Infrastructure Investments and Services
- Indirect Economic Impacts
- Funds Contributed from Other Sources
- What's Ahead
- Glossary of Terms



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## Multimedia Gallery

Social media tools have become key components of our engagement and consultation strategy. Please visit the following links for more information.

