

Draft: December 8, 2018

Realizing the Waterfront's Potential:

Setting strong foundations for long-term economic,
social, and environmental well-being

Approach to Evaluating the Master Innovation and Development Plan



Waterfront Toronto is working to revitalize the lands by Lake Ontario, transforming past industrial sites into **thriving neighbourhoods** that support **economic vitality** and enhance **quality of life**.

Our mandate comes from the three orders of government; our resources come from both public and private sources.

As we work on behalf of Torontonians, Ontarians, and all Canadians, every decision we make is guided by our vision of **one vibrant waterfront that belongs to everyone**.

Waterfront Toronto's Roles



Catalyst and Steward

Creating enduring value through well-designed and vibrant cultural, recreational, civic and public spaces



Revitalization Lead / Landowner

Advancing Complete Communities that address the need for housing, mobility, accessibility, connectivity and inclusivity



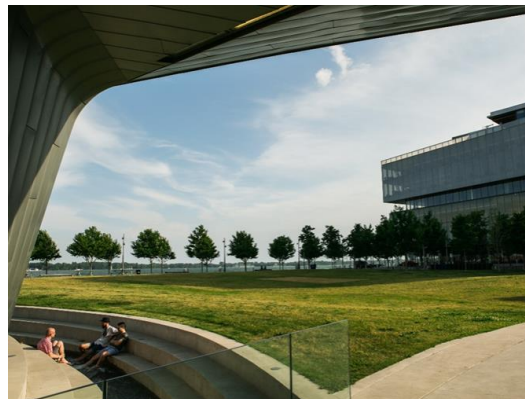
Partner

Leveraging innovation and partnerships to deliver economic growth and jobs

Public accountability



Reducing urban sprawl



Building sustainable communities



Increasing affordable housing



Creating parks & public spaces



Expanding public transit



Driving economic competitiveness

Key Corporate Metrics

Corporate Social Responsibility and Sustainability Report



Environment

- 24 LEED® Gold or LEED® Platinum Certified buildings (completed or underway)
- Important flood protection unlocking land for revitalization, enhancing the surrounding natural ecology and improving resiliency
- Resiliency and Innovation Framework for Sustainability that sets the bar even higher for waterfront revitalization in the years ahead



Social

- 496 affordable units completed, 80 nearing completion, planning another 1,000 in the West Don Lands and East Bayfront – all with ultra-high speed internet access
- Over 13km of waterfront trails and promenades
- Over 36 hectares of parks and public spaces



Economic

- \$1.6 billion investment in waterfront renewal has created:
 - \$4.1 billion in economic output for the Canadian economy
 - \$848 million in revenue to government
 - 14,100 full-time person years of employment
 - Increased and accelerated private sector investment

Quayside

Evaluating the Master Innovation and Development Plan

Quayside RFP Objectives



Sustainability, Resiliency and Urban Innovation:

Create a globally significant demonstration project that advances a new market model for climate-positive urban developments



Complete Communities:

Establish a complete community that emphasizes quality of place, and provides a range of housing types for families of all sizes and income levels within a robust mix of uses, including public open space, culture, recreation, vibrant retail, education-related activities and offices



Economic Development and Prosperity:

Provide a testbed for Canada's cleantech, building materials and broader innovation-driven sectors to support their growth and competitiveness in global markets



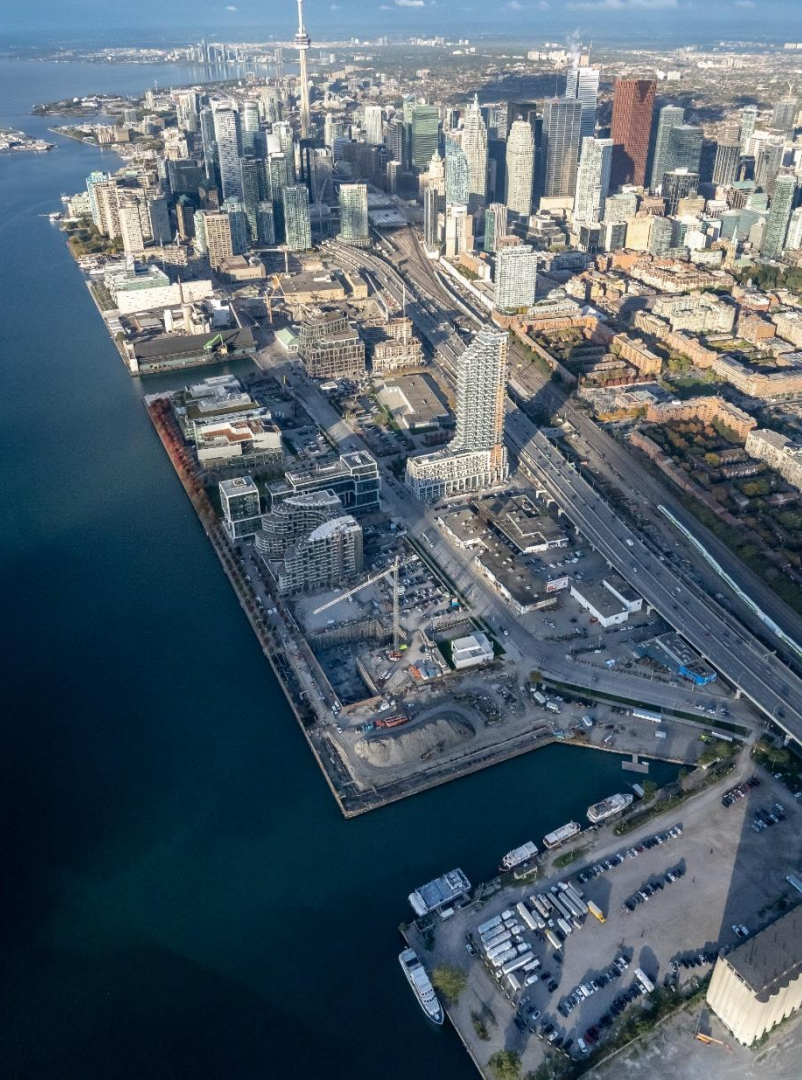
Partnership and Investment:

Develop a new partnership model that ensures a solid financial foundation, manages financial risk and secures revenue that funds future phases of waterfront revitalization

Quayside in the context of the Designated Waterfront Area



-  QUAYSIDE
-  DESIGNATED WATERFRONT AREA



Quayside

A new type of mixed-use, complete community

Quayside potential to become a global hub for urban innovation

Evaluating the MIDP

When the Master Innovation and Development Plan (MIDP) is submitted to Waterfront Toronto by Sidewalk Labs, that is not the end of this process but still near the beginning:

- We undertook a thorough, fair and transparent process in selecting Sidewalk Labs as the Innovation and Funding Partner for Quayside.
- Our evaluation of the MIDP will be equally thorough and demanding, in order to determine if the MIDP should move forward.
- The innovation we are seeking must serve the public interest, fulfill our aspirations and meet the requirements we have set for Quayside.
- The whole plan will be evaluated by Waterfront Toronto, and, to be implemented, individual components will be subject to city approvals, as well as federal and provincial regulations.
- Should the MIDP move forward, there will be a series of additional agreements and consultation will continue.

Building the Evaluation Framework



The framework for the evaluation will look at how the MIDP addresses three overall questions:

- 1. How many of our goals and objectives does the MIDP meet, and how well does it meet those targets?*
- 2. Does the MIDP align with the planning framework for the waterfront?*
- 3. Is the proposed business plan viable and in the public interest?*

Waterfront Toronto's evaluation will include an integrated and collaborative due diligence and review process with external experts.

Process to Refining Goals and Objectives



The Goals and Objectives for Quayside were developed through a robust and thoughtful five step process. We have linked a number of Waterfront Toronto's long-standing objectives: **Corporate Objectives, RFP Objectives, key Government Policy Objectives, and detailed Priorities.**

The result is a detailed list of MIDP Goals and Objectives, which also benefited from third party due diligence review.

1. Corporate Objectives
2. RFP Objectives
3. Government Policy & Strategy Review
4. Priorities
5. 3rd Party Due Diligence and Metrics work



Waterfront Toronto's Goals and Objectives:

- Key elements of the Evaluation Framework
- Waterfront Toronto defines the "what", Sidewalk Labs proposes the "how"

Waterfront Toronto took a thoughtful and reasoned approach in developing these objectives, focusing on identifying priority outcomes—rather than preferred tactics to achieve said outcomes—with as few prescriptive requirements as possible.

MIDP Priority Outcomes

Waterfront Toronto has established goals and objectives across the breadth of the project within which five Priority Outcomes have been identified that the MIDP must address:



- Job Creation and Economic Development



- Sustainability and Climate Positive Development



- Housing Affordability



- New Mobility

- Urban Innovation

Robust Data Privacy and Digital Governance are central to success and to the realization of all Goals and Objectives

MIDP Priority Outcomes



Job Creation and Economic Development

- ✓ Catalyze economic growth
- ✓ Create a new cluster for urban innovation
- ✓ Further develop the innovation corridor on Toronto's waterfront
- ✓ Provide opportunities for Canadian firms to participate and benefit
- ✓ Serve as a testbed, enabling Canadian firms to overcome barriers to achieving scale
- ✓ Bolster the local technology ecosystem
- ✓ Grow jobs across the socioeconomic spectrum
- ✓ Monitor and measure economic impact and report on an annual basis



Sustainability and Climate Positive Development

Enable the development of a neighborhood with below-zero annual greenhouse gas emissions at full build-out, as defined by the C40 Climate Positive Framework, with a further focus on:

- ✓ Exemplary Building Standards - Building design that supports Waterfront Toronto's climate positive aspirations, including aligning with the highest tier of the latest Toronto Green Standard.
- ✓ Sustainable Mobility - Infrastructure and frameworks that enable carbon emitting vehicles to be replaced with electric vehicles to achieve zero emissions and climate positive targets.
- ✓ Affordable Utilities - Ensure levels of affordability comparable to the average cost of utilities in Toronto.
- ✓ Circular Economy - Accelerate a local transition towards a circular economy that establishes a pathway to zero operational waste.
- ✓ Resilient Infrastructure - Address the Resilient TO initiative by better preparing buildings and infrastructure to survive and thrive in response to a changing climate and in emergencies.





Housing Affordability

- ✓ Delivery of Affordable Housing with minimal reliance on public sector funding.
- ✓ Exceed Waterfront Toronto's affordable housing minimum requirement, in perpetuity.
- ✓ Sufficient purpose built rental housing as “mid-range” rental (middle income).
- ✓ Ownership units that allow access to housing for all income groups.
- ✓ Mixed income buildings with a variety of housing types, tenures and unit sizes, including family-sized units
- ✓ Cost savings achieved from improved construction practices to contribute to housing affordability

MIDP Priority Outcomes



New Mobility

- ✓ Improve connections to the transit network, including first/last mile challenges
- ✓ Increase use of Electric Vehicles (EVs) to replace carbon emitting vehicles
- ✓ Leverage potential future benefits of Autonomous Vehicles (AVs)
- ✓ Reduce the cost, climate impact and convenience for the average user and transportation of goods
- ✓ Ensure open-data protocols for sharing and compatibility of mobility data to improve end user experience and protect privacy.



MIDP Priority Outcomes

Urban Innovation

- ✓ Propose innovative solutions and technologies to address issues facing the modern cities
- ✓ Propose innovative solutions to Toronto specific challenges to assist Waterfront Toronto in realizing its urban revitalization mandate



Our Pillars of Success



In addition to these Priority Outcomes, the MIDP must meet further criteria across the breadth of the project:

- **Buildings**
- **Mobility and Transit**
- **Community Support and Inclusivity**
- **Public Realm**

Criteria for Success

Buildings

1. Health and Wellness

Ensure building design and the materials used embody less energy and improve health and well-being

2. Flexible Buildings

Enable an adaptable mix of buildings and uses to help meet changing needs of occupants, including affordable housing options, vibrant amenities and that facilitate an animated and diverse ground floor and public realm.

3. Construction Methodologies

Employ new construction methodologies that ensure a solid financial foundation for waterfront revitalization and promote innovations in the Canadian construction industry



Criteria for Success

Mobility and Transit

1. Walkability

A dynamic street network that accommodates all transportation modes appropriately, and creates an inviting pedestrian experience, aligning with the City's Vision Zero: Toronto's Road Safety.

2. Active Transportation

Build cycling infrastructure for a diverse range of cyclists, and introduce strategies for improved safety and user comfort, including through the expansion of the Bike Share Toronto network.

3. Transit

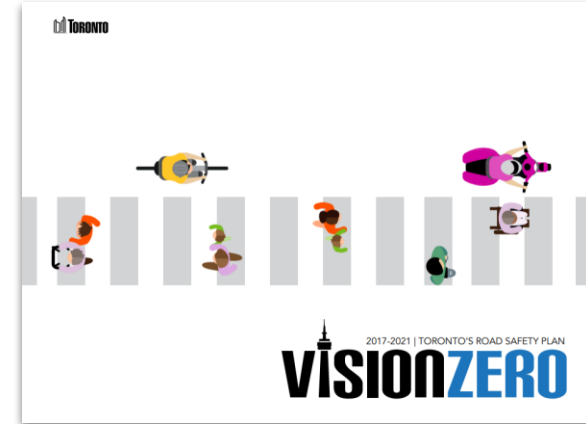
Assist in delivery of an innovative public/private funding strategy for the currently approved waterfront LRT.

Connect to, and enhance the existing citywide mass transit network.

4. Network Management

Explore options for network management tools to make better use of transit infrastructure and significantly increase trips by mass transit, walking, cycling or electric shared mobility

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Criteria for Success



Community Support and Inclusivity

1. Inclusive Communities

Commitment to principles of diversity, equity and inclusion across all facets of the project and align with the Downtown Community Services & Facilities Strategy

2. Workforce Development Strategy

Commitment to realize the purpose of the Waterfront Toronto Employment Initiative, including a 10% commitment of all jobs to be hired through the WTEI, and the creation / funding of a sustainable training program that focuses on emerging technologies.

**Waterfront Toronto
Employment Initiative**

The logo for Waterfront Toronto, featuring a stylized blue wave icon above the text "WATERFRONTToronto".
A photograph of a man in a dark suit and white shirt sitting on a concrete ledge by a body of water. He is looking down at a laptop open on the ledge in front of him. The background shows a clear blue sky and water with some distant buildings.

Waterfront Toronto and its government partners are committed to creating a dynamic waterfront that puts people first and creates jobs and economic growth. As the largest urban renewal project in North America, the revitalization of Toronto's waterfront is generating employment opportunities through the transformation of 800 hectares of underutilized land into sustainable, vibrant communities.

Waterfront Toronto
The Government of Canada, the Province of Ontario and the City of Toronto created Waterfront Toronto to oversee and lead the renewal of Toronto's waterfront.

The Waterfront Toronto Employment Initiative (WTEI) was created to connect unemployed and underemployed people to the employment and training opportunities generated by waterfront revitalization projects.

The WTEI was initiated with the support of the West Don Lands Committee, a coalition of waterfront community associations, and has now evolved into a collaborative partnership between Waterfront Toronto, the City of Toronto and local partner agencies such as George Brown College, Dixon Hall and YMCA of Greater Toronto. Partner agencies engage a wide network of employment service and training providers to meet the needs of both employers and job seekers.

Criteria for Success

Public Realm

1. Quality of Place

High quality design of public realm with diverse amenities and programming opportunities and which increases outdoor comfort during the shoulder seasons to increase the use of public space year round

1. Public Access/Ownership

A public open space system that is in compliance with AODA, is 100% publicly accessible, and with all dedicated Park land to remain in public ownership

1. Activation

Provide a plan for public space that:

- Totals 30% of the overall site area including public parks and privately owned publicly accessible spaces.
- Delivers an animated and diverse ground floor and public realm including an interface between the two that will remain activated all four seasons
- Prioritizes access to the lake and delivers animation at the water's edge



Criteria for Success

Public Realm (Continued)

4. Urban Ecology

Enhance urban ecology through a planting strategy that emphasizes tree canopy coverage and a greater survival rate of new trees.

Utilize natural systems to manage stormwater and reduce runoff where appropriate.

5. Maintenance

Propose a mechanism by which a higher level of maintenance of publicly dedicated Parks and Public Realm can be delivered at no additional cost to the City above their average.



Implementation Requirements



Waterfront Toronto's evaluation framework established a series of critical fronts, and a list of implementation requirements the MIDP "**Must Do**" in the following areas:

- **Data Privacy and Digital Governance**
- **Public Engagement**
- **Local Developer Participation**
- **Design Excellence**
- **Partnership Model**

Implementation Requirements



Data Privacy & Digital Governance: A Made in Canada Approach

- Proposals for approaches to protocols that could inform **a new global standard in data governance**
- **Compliance** with or exceedance of all applicable laws, regulations, policy documents and contractual obligations
- Methods and practices that provide for **meaningful consent** for data collection
- **Data Minimization**
 - Processing should only use as much data as is required.
 - Data collected can only be used for the initial purpose collected. Further uses require additional consent.
- **Data security and privacy**
 - Full compliance with all laws pertaining to privacy that apply to Quayside
 - Commitment to not share or link personal data with 3rd parties - including other Alphabet companies (i.e. Google) without consent
 - Data **cannot** be used for advertising purposes
 - Privacy by Design embedded in all solutions proposed
 - Architecture that ensures protection against the unauthorized access or data corruption throughout its lifecycle
- **Commitment and accountability to the ethical** use of technology
- **Shared Benefits of Data** – Data and solutions will be open where feasible and appropriate. Data will be shared with government open data repositories to ensure equitable access and opportunity to benefit.

Implementation Requirements



Data Privacy & Digital Governance: A Made in Canada Approach Continued

Open Architecture and Standards Based

- Systems and platforms are designed to be open with - minimal proprietary architecture to foster innovation, promote competition, create freedom of consumer choice.
- Independent components that conform to open standards
- Open APIs (Application Program Interface)
- Data collected is shared as appropriate with government open data catalogues/portals on a free/portals on a free/non-exclusive use.

Data and Technology Sovereignty

- Protocols, standards and operating agreements do not foster monopolies, barriers to entry or lock-in to a specific vendor
- Data independence - The data associated with solutions can be extracted for use with other solutions in the event that there is a need to move to a different platform/solution.
- Jurisdictional localization and equivalent protection provisions consistent with Canadian data protection laws will be incorporated
- Data will be stored in Canada as a first principle, unless there is a documented reason, beyond business case/finance, that precludes the data from remaining here.
- A commitment to Public transparency on routing and localization decisions.

Implementation Requirements

Public Engagement

- An engagement plan that extends beyond the legislated requirements to consult, one that demonstrates accountability, transparency and builds capacity in the community on an ongoing basis to allow a full understanding of the Quayside project in all its aspects.
- Create a plan to engage with the community to ensure and demonstrate ongoing satisfaction with living/working/visiting in Quayside.



Implementation Requirements



Design Excellence

- Commitment to Design Excellence and the Design Review Panel throughout the process
- Open RFP / design competition for key iconic buildings and public realm

Local Developer Participation

- Demonstrate a strategy to ensure the meaningful participation of the local development community

Partnerships Model

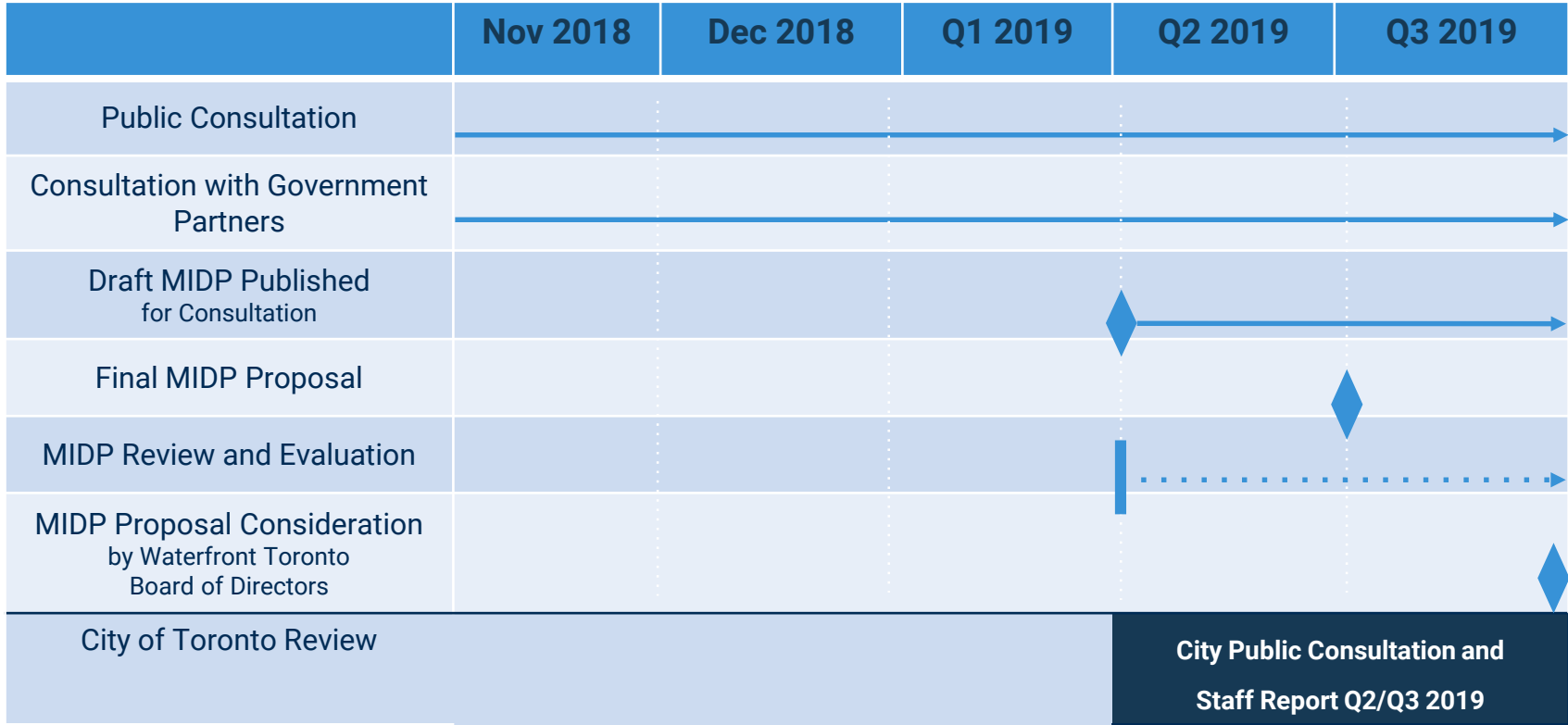
- Provide an appropriate revenue sharing model across real estate, infrastructure, and intellectual property that benefits the public

Evaluating the Evaluation



- Accountability and transparency remain at the core of Waterfront Toronto
- Feedback has informed our evaluation plan, objectives and criteria
- Before we receive the MIDP, our evaluation criteria, objectives, and priorities will be considered by:
 - ✓ the community, including the Quayside Stakeholder Advisory Committee
 - ✓ our government partners
 - ✓ Waterfront Toronto's Digital Strategy Advisory Panel
 - ✓ Waterfront Toronto's Board of Directors and Investment, Real Estate and Quayside Committee

Current MIDP Timeline



Note: Should the MIDP receive all of the needed approvals, we would move towards implementation agreements and continue consultation with all stakeholders



a waterfront for everyone

