



Long Term Plan Update

Board of Directors Meeting
September 3, 2008





Agenda

- Objective of Presentation
- The Challenge Facing Waterfront Toronto
- Addressing the Challenge
- Summary of Revenues
- Summary of Investments
- Summary of Cash Flows
- Projects
 - West Don Lands
 - Central Waterfront Public Realm
 - East Bayfront
 - Other Projects

Objective of the Presentation

- Board approval to proceed forward with the revised Long Term Plan including the underlying decisions encompassed in this Plan.

• Summary of the Plan	(millions)
Revenues available for investment	\$1,962
Additional Revenues / Cost Savings Measures	<u>\$ 157</u>
Total Revenues/ Financing / Cost Savings Measures	\$ 2,119

Investments:	<u>To Date</u>	<u>Future</u>	<u>Total</u>
• West Don Lands	\$ 56	\$ 285	\$ 341
• Central Waterfront	\$ 24	\$ 195	\$ 219
• East Bayfront	\$ 9	\$ 658	\$ 667
• <u>Other Projects</u>	<u>\$321</u>	<u>\$ 571</u>	<u>\$ 892</u>
• Totals	\$410	\$1,717	\$2,119

Total requested investment **\$2,119**



The Challenge Facing Waterfront Toronto

- The Fung Task Force, established in November 1999, outlined:
 - An estimated investment in infrastructure of \$4.3 billion;
 - Assumed revenue generation opportunities of \$3.4 billion to \$5.5 billion based on WT access to new revenue streams (e.g. road tolls / parking surcharge etc.); and
 - An estimated overall investment in the Toronto economy of \$17.0 billion.
- In response to the Task Force recommendations the three governments pledged \$1.5 billion in seed capital.
- Since 1999 infrastructure costs have increased dramatically to the point where annual escalations have more than doubled original estimates.
- The detailed costing review by WT now estimates that initial projects plus those added over the last seven years will now cost more than \$3.6 billion vs. 1.5 billion.

Addressing the Challenge

- WT management has addressed this challenge by developing a Plan that:
 - Focuses on the three key projects that deliver on all aspects of the Corporation's mandate and vision;
 - Stays on track on projects already started; and
 - Shows significant visible progress over the next five years.
- A number of current WT projects could not be accommodated in their entirety with this Plan and therefore projects had to be prioritized, re-phased and/or other options were considered.
- Preliminary options for securing the development of the Portlands have been assessed that will ensure that the long-term vision is preserved.
- A comprehensive communications plan will be developed and initiated to ensure that this Plan is seen in the context of both the short and long term advancement of waterfront revitalization.
- WT will continue to work with governments, the private sector and the public to ensure that the funds are found for the eventual completion to full build out of deferred projects.



Addressing the Challenge – Prioritizing Projects

- Long Term Plan incorporated updated cost estimates using relevant design information along with current market and project assumptions for 2008.
- The WT updated base cost estimates were developed by the project team together with independent cost consultants. Waterfront Toronto staff reviewed, prioritized, and ranked its projects based on its ability to meet the Corporation's objectives.
- The total estimated costs for all of WT recommended projects was projected at \$3.6 billion.
- Waterfront Toronto went through an iterative process to incorporate key projects that were necessary to deliver while considering its available funding and revenues.
- All projects included in the Long Term Plan ranked high in meeting the Corporation's overall objectives of Sustainability, Public Accessibility, Design Excellence, Economic Prosperity, Fiscal Sustainability, and Operational Effectiveness.
- Projects not included in the Long Term Plan which are not ranked as priority projects remain important to WT, however, they are not as vital to meeting the Corporation's Objectives as those that have been included.
- Projects not included may be recommended for future phases as appropriate.

Summary of Revenues

TOTAL REVENUES (000's)	Inception to March							2013/14 and Beyond	TOTAL
	31, 2008	2008/09	2009/10	2010/11	2011/12	2012/13			
Total Gov't Contributions (As Recommended in 2008 LTP)	428,875	163,600	254,792	229,898	168,191	99,039	155,605	1,500,000	
Revenues from Land Sale & Leases (EBF & WDL & Other Lands)	0	0	1,382	14,826	63,852	51,012	294,360	425,432	
Net Operating Income from Properties & Assets	550	933	899	909	777	776	0	4,845	
Interest Income	3,979	1,350	800	800	800	800	3,600	12,129	
Other Sources - Philanthropic revenues	0	0	0	2,500	2,500	0	15,000	20,000	
Total Revenues*	4,529	2,283	3,081	19,035	67,929	52,589	312,960	462,406	
Additional Revenues & Cost Saving Measures	0	0	0	20,000	20,000	20,000	96,957	156,957	
Financing**	0	0	51,011	96,006	38,495	6,285	(191,797)	0	
Cumulative Loan Balance	0	0	51,011	147,017	185,512	191,797	0		
TOTAL CONTRIBUTIONS / REVENUES / FINANCING	433,404	165,883	308,884	364,939	294,615	177,913	373,725	2,119,363	

* In addition to revenues noted above private sector investment will be made in District Energy of approx. \$126M and in Intelligent Communities of approx. \$60 million

** Costs of carry currently will be incorporated with the development of the Financing Plan

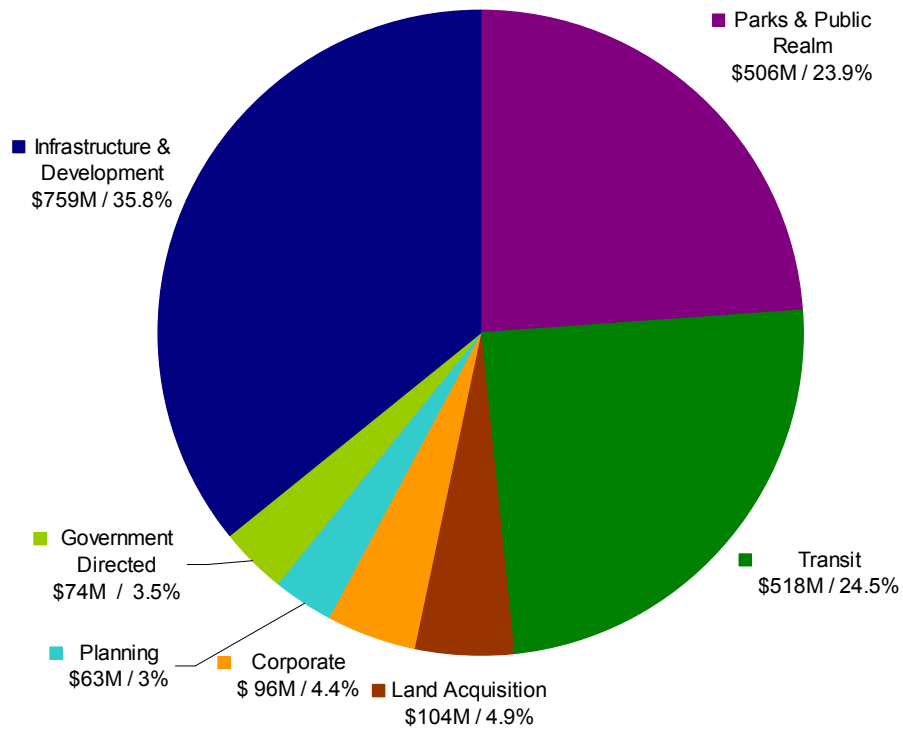


WATERFRONTToronto

Summary of Investments

(In 000's)	Investments from Inception	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14 & Beyond	Total (Inception to 2013 & Beyond)
West Don Lands	56,063	42,632	55,344	63,857	32,383	12,996	77,728	341,003
East Bayfront	8,864	37,166	102,283	126,359	128,768	93,595	170,411	667,446
Central Waterfront Public Realm	24,419	11,156	26,868	42,335	39,058	31,087	44,378	219,302
Parks & Open Spaces	52,491	10,184	27,983	22,864	10,798	2,319	-	126,640
Port Lands	25,972	12,321	8,564	5,371	560	280	70	53,139
Property Acquisition	43,274	31,565	18,785	10,000	-	-	-	103,624
Corporate	38,252	9,922	10,100	10,100	10,100	9,603	7,581	95,658
Precinct Development	12,703	1,422	5,478	5,000	-	-	-	24,603
Other Non Core Projects	32,506	20,640	29,064	46,276	39,662	36,900	22,716	227,765
Government Directed	115,032	5,189	31,928	32,776	33,286	(8,867)	50,840	260,185
Total WT	409,577	182,197	316,398	364,939	294,615	177,913	373,724	2,119,363

Summary of Investments



Summary of Cash Flows*

TOTAL REVENUES & INVESTMENT SUMMARY	Inception to							2013/14 and Beyond	Total
	March 31, 2008	2008/09	2009/10	2010/11	2011/12	2012/13			
TOTAL GOVERNMENT CONTRIBUTIONS (AS RECOMMENDED FOR 2008)	428,875	163,600	254,792	229,898	168,191	99,039	155,605	1,500,000	
TOTAL REVENUES / COST SAVINGS MEASURES	4,529	2,283	3,081	39,035	87,929	72,589	409,916	619,363	
TOTAL CONTRIBUTIONS / REVENUES / COST SAVINGS MEASURES	433,404	165,883	257,873	268,933	256,120	171,628	565,521	2,119,363	
TOTAL INVESTMENTS / EXPENDITURES	409,577	182,197	316,398	364,939	294,615	177,913	373,724	2,119,363	
SURPLUS / (DEFICIT) BEFORE FINANCING	23,827	(16,314)	(58,525)	(96,006)	(38,495)	(6,285)	191,797	(0)	
FINANCING**	0	0	51,011	96,006	38,495	6,285	0		
CUMULATIVE LOAN	0	0	51,011	147,017	185,512	191,797			

*In addition to revenues noted above private sector investment will be made in District Energy of \$126M and in Intelligent Communities of \$60 million

** Ability to borrow approx. \$192 million required to deal with timing of land sales proceeds after investments are made
Deficit in 2008 year is offset by deferred contributions or surplus funding received in prior years



West Don Lands

Background

- The West Don Lands (WDL) is an 80 acre site which is to be built out over the next 10-15 years with approximately 6,000 residential units (1,200 affordable rental), schools, daycares, community centre, a mix of employment and retail uses and a District Energy Centre
- In order to achieve the deliverables of this mixed use community, certain infrastructure investments are required
- It is anticipated that the private sector will invest over \$2.0 billion in WDL once critical infrastructure is in place (\$280 million committed by Urban Capital already)
- Prioritizing focused on Waterfront Toronto's Corporate Objectives

PRIORITY I PROJECTS TOTAL = \$341M

1. Mill Street - between Bayview Avenue and Cherry Street
2. Frost Street - East of Cherry Street
3. Cherry Street and LRT - from King Street East to the new TTC loop
4. "Woodmark" - Phase (1)
5. Local Street "E"
6. Storm Water Quality Facility
7. Community centre, daycares and community services
8. Underpass Area (2)
9. Don River Park and River Square
10. Eastern Avenue - Servicing (3)
11. Public Arts
12. Flood Protection Landform, Bayview Ave. and River St. CRC
13. Don River Bridge (Complete) - TRCA

(1) Assamese developer builds @ 50%
 (2) Assamese developer contributes 25%
 (3) Eastern servicing only, Public Realm subject of other plans
 (4) Simplified design for Parliament Park



Priority Projects - \$341 million

- Priority projects are those that are most aligned with our Corporate Objectives and are critical in attracting private sector investment into the WDL community
- The major priority Projects include:
 - WDL – Streets \$62.5M
 - *Mill St between Bayview Ave. and Cherry St* - critical to carry traffic through the precinct as well as vital services such as stormwater and District Energy to service all of WDL
 - *Front St east of Cherry St* – Required to provide the heart to WDL and ceremonial entrance to Don River Park
 - *Cherry St & LRT* – supports transit first initiative and provides vital transit link to future development in the Lower Don area
 - *Phase I Woonerfs* – provides site access and servicing to private development blocks
 - *Local St E* – links Phase 1 development services to the District Energy plant and stormwater quality facility
 - *Eastern Ave* – required for District Energy

Priority Projects - \$341 million (cont'd)

- Major Priority Projects (cont'd)
 - *Stormwater Quality Facility* – \$24.8M - manages stormwater in an innovative facility for all of WDL
 - *Community Centre* – \$20M - required by City to ensure appropriate soft services for community building
 - *Eastern Underpass* – \$3.3M - required for connectivity of Phase 1 to rest of precinct and ensure safety through programming the space
 - *Don River Park & River Square* – \$21.2M - required for statutory parkland dedication as well as functions as cornerstone of the precinct

Priority Projects - \$341 million (cont'd)

- Major Priority Projects (cont'd)
 - *Public Art* – \$10.3M - WT intends to “front end” public art so that there will be a coherent and well managed program throughout WDL, thus achieving design excellence
 - *Flood Protection Landform* – \$69M - required for flood protection
 - *Don River Bridge* – \$21M - flood protection – complete
- With the Priority Projects in place, WDL will be a world class example of a sustainable, livable mixed use community which embodies design excellence, affordable housing and remarkable parks and public spaces
- These projects maintain the integrity of the core of the WDL Project



Central Waterfront Public Realm

Background

- The Central Waterfront consists of a series of public realm initiatives intended to create coherency and continuity along the length of Toronto's waterfront
- Its goal is to connect existing destinations along the waterfront and to create coherency for future projects undertaken by either the Corporation or others
- All projects recommended as Priority in the Central Waterfront are expected to contribute positively to achieving the public accessibility, design excellence and sustainability corporate objectives.
- They will create 1.6km of continuous east-west access to the waterfront by connecting already completed destinations along the waterfront.
- They will contribute new publicly accessible open space directly adjacent to Lake Ontario and will provide opportunities for the public to congregate at the water's edge.
- They will remove barriers and pinch points which currently exist along the waterfront. They will promote a more balanced and inviting pedestrian and cycling environment encouraging a decrease in vehicle use on the waterfront.
- The unique designs of the bridges and slips will contribute to the future image of the waterfront. They will be signature icons.
- Queens Quay's signature design will transform it into a scenic waterfront drive befitting its role as the primary address to Toronto's waterfront.
- Fish habitat associated with in-water work will contribute to a healthier aquatic environment in Toronto's inner harbour.



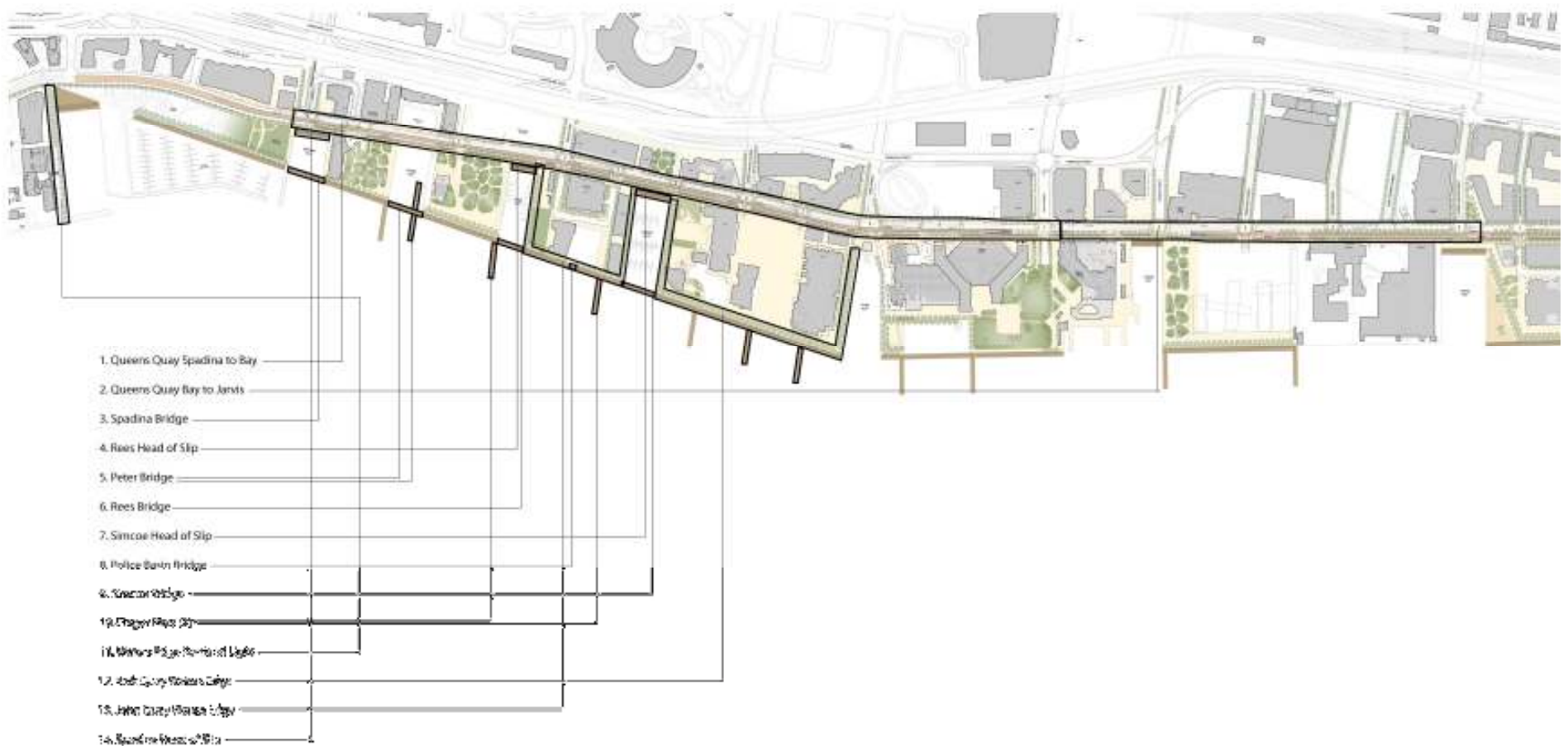
Central Waterfront

\$219M

CENTRAL WATERFRONT: High Priority

Provides access that does not exist between existing destinations

CENTRAL WATERFRONT Completed Projects and #1 High Priority
Provides access that does not exist between existing destinations



Central Waterfront

CENTRAL WATERFRONT PUBLIC REALM	TOTAL (In Millions)
Streets (Queens Quay)	\$81
Heads of Slips, Bridges, & Piers	\$66
Water's Edge Promenade	\$19
Other Costs	<u>\$53</u>
TOTAL	\$219*

* Potential of \$9M may be available for release from City's reserve for EBF

Priority Projects - \$219 million

- Priority Projects provide continuous access to the waterfront and vital new connections that do not exist between established destinations. These projects include:
 - Queens Quay from Lower Spadina Ave to Jarvis St
 - Rees and Simcoe Heads of Slips
 - Spadina, Peter, Rees, Police and Simcoe Bridges
 - Finger Piers (2)
 - Portland Slip Walkway



East Bayfront

Background

- The East Bayfront (EBF) is a 55 acre site which is to be built out over the next 10-15 years and will include approximately 6,000 to 7,000 residential units (inclusive of 20% affordable rental), upwards of 2.5 million square feet of employment uses, retail and other ground floor animation uses, daycares and a community centre
- In order to achieve the deliverables of the EBF, certain infrastructure investments within and external to the EBF are required
- Upon full build out it is anticipated that the private sector will invest in the range of \$3.0 billion in the EBF (First Waterfront Place is estimated at \$150 million while GBC may be upwards of \$200 million)
- WT staff have determined the infrastructure required to deliver the EBF as a livable, sustainable, accessible and beautiful community

East Bayfront Priority Projects

Total = \$667M



- 1 Queens Quay (Jarvis to Parliament)
- 2 Jarvis & Sherbourne Streets
- 3 Phase I Streets (Dockside)
- 4 Phase II Streets (Bayside)
- 5 Sugar Beach Park (south)
- 6 Sherbourne Park (north & south)
- 7 Aitken Place Park
- 8 Phase I promenade & boardwalk (Dockside)
- 9 Phase II promenade & boardwalk (Bayside)
- 10 Dock wall repairs

- 11 Piers (both phases)
- 12 Parliament slip realignment
- 13 Parliament slip promenade
- 14 Parliament head of slip
- 15 Stormwater management facility

- Municipal offsite infrastructure
- Day care facilities
- Community centre
- Public art
- Public parking facility

East Bayfront Offsite Infrastructure

UNION ST
STREETCAR
STATION



SANITARY SEWER

HYDRO

TTC TRACKS &
INFRASTRUCTURE

TTC:

- tracks (Bay to Jarvis)
 - tracks (Jarvis to Parliament)
 - Portal at Freeland St
 - Tunnel (Bay to Freedland)
 - temporary turning circle
- External sanitary (net)
External hydro (net)

Priority Projects - \$667 million

- Priority Projects are those that are most aligned with our Corporate Objectives and are critical in attracting private sector investment, including employment-based uses, into the EBF
- Major Priority Projects include:
 - *TTC LRT* – \$114.7M - from Bay St to Parliament St via an underground tunnel at Bay St and Queens Quay and a dedicated ROW on Queens Quay) – critical public transit link for all of EBF
 - *Queens Quay Boulevard* – \$61.3M - from Jarvis to Parliament) – hub for all EBF services and “Grand Street” for all of the waterfront including critical design and functional link to Central Waterfront
 - *Water’s Edge* – \$72.1M - signature public access component to the water’s edge includes the promenade, boardwalk and finger piers plus accommodates a key stormwater management component

Priority Projects - \$667 million (cont'd)

- Major Priority Projects (cont'd)
 - *Sugar Beach, Sherbourne Park & Aitken Place Park* – \$35.8M - world class parks designed to bring people from throughout the GTA to the waterfront, as well as enhance the quality of the entire EBF community
 - *Dockside & Bayside* – \$41.4M - fundamental development building blocks will include new public roads and other infrastructure and will allow for future commercial and residential development
 - *Parliament Slip* – \$64.7M - extension of the promenade and connection to future developments to the east, it includes heads of slip, as well as the main component of the EBF stormwater management system
 - *External Services* – \$36.3M - primary sanitary and hydro feeds into the EBF required to support any new development, plus north-south connections Jarvis Street and Sherbourne Street

Priority Projects - \$667 million (cont'd)

- Major Priority Projects (cont'd)
 - *Community Facilities* – \$19.8M - community facilities including daycares, a community centre and public parking facilities designed to ensure that the quality of design translates into a quality community
- With the Priority Projects in place, the EBF will embody all that WT is striving for in a world-class mixed use community



Other Projects

Project Description

- Other Projects include various activities of the corporation including:
 - Other parks and open spaces
 - Corporate support for governance, accountability, marketing, communications, policy development, monitoring, auditing and general public and government consultation;
 - Strategic land acquisitions to support the development initiatives and public policy objectives of the Corporation;
 - Investments in District Energy and Intelligent Communities to support sustainability and the economic objectives of the Corporation;
 - Non-core projects like Union Station that support the Corporation's public transportation objectives; and
 - Other government directed projects like the Pearson link and GO transit.

Other Projects - Lake Ontario Park



Other Projects



Mimico Waterfront Linear Park



Port Union Waterfront Park



Other Projects (cont'd)

Other Parks and Open Spaces - \$ 127 million

- **Lake Ontario Park - \$9M (\$2M for Master Plan & \$7M for Phase 1)***
 - Request to complete the master plan and a small phase 1 build out to create the interconnectivity for Lake Ontario Park. The total estimated budget for the complete build out of the LOP master plan is currently estimated at \$380 million
- **Port Union Park - \$29M**
 - Request to complete phase 2 of the Park. TRCA has moved forward with phase 2 construction and expects completion in 2010.
- **Mimico Park - \$19M**
 - Request to initiate phase 2 of the Park linking 500 meters to the east from Grand Harbour to Superior Avenue Parkette. Phase 2 could be completed by 2012.

* Potential of \$8M may be available for release from City's reserve for EBF



Other Projects (cont'd)

Other Parks and Open Spaces - \$ 127 million (cont'd)

Other Parks - \$62M:

- Western Beaches Watercourse
- Cherry Beach
- **Tommy Thompson Park** – to complete existing phase of park
- **Martin Goodman Trail** – to complete the trail at Ontario Place
- **Foot of Yonge Park** – to develop park space at the foot of Yonge St. / MT27

Strategic Property Acquisition - \$104 million

- Request to continue program in order to secure necessary land for affordable housing, district energy, etc..

Other Projects (cont'd)

Portlands - \$53 million

- **Don Mouth Naturalization EA - \$7M**
 - Request to complete the EA for the Don Mouth Naturalization
- **Port Lands / Lower Don EA and Precinct Plans - \$13M**
 - Port Lands / Lower Don EA and Precinct Plans envisioned by the MVVA Port Lands Estuary scheme. Total costs for the Don River Naturalization will be identified as part of the MVVA plan for naturalization and development.
- **Portlands Beautification - \$6.4M** - to complete existing phase of beautification.
- **Sports Fields - \$8.7M** - to complete fields and adjoining parking lot
- **Business Relocation - \$11M** - to relocate Essroc to concrete campus
- **Soil Remediation - \$7M** - to assist in soil strategy and soil facility construction



Other Projects – (cont'd)



District Energy

Intelligent Communities



Other Projects (cont'd)

- Corporate Costs – \$96M - no change from existing Long Term Plan
- Precinct Development - includes completed EA's and studies and Gardiner EA work

Other Projects (cont'd)

Other Non-Core Projects - \$228 million

- **Front Street Extension**
 - Completion of property acquisition for project
- **Union Station**
 - To design and construct Union Station second platform and relocate existing lower level sewer
- **District Energy**
 - Request to continue the implementation of District Energy to facilitate the delivery of District Energy for Corus and Phase 1 of West Don Lands and to complete RFP process to select successful concessionaire.
- **Intelligent Community**
 - Request to complete the RFP for Intelligent Communities and select successful proponent to operate ultra broadband network for EBF & WDL.
- **York Street Ramp Removal**
 - Includes EA studies and the costs to remove the ramps at York St
- **Fort York Pedestrian Bridge**
 - Feasibility study and costs to construct bridge linking Liberty Village neighbourhood to Fort York
- **Sports Node/Recreational Centre**
 - Fulfils commitment to the City for support of the project which is now taken over by the P3 Department
- **Pier 4 and U Peace** - completed projects

Other Projects

Summary of Other Projects

	(\$ millions)
Government Directed Projects	\$260
Other Non-Core Projects	\$228
Other Parks & Open Spaces	\$127
Strategic Land Acquisition	\$104
Corporate	\$ 96
Port Lands	\$ 53
Precinct Development	<u>\$ 25</u>
Total	\$892

Summary of Investments

(In 000's)	Total (Inception to 2013 & Beyond)
West Don Lands	341,003
East Bayfront	667,446
Central Waterfront Public Realm	219,302
Parks & Open Spaces	126,640
Port Lands	53,139
Property Acquisition	103,624
Corporate	95,658
Precinct Development	24,603
Other Non Core Projects	227,765
Government Directed	260,185
Total WT	2,119,363



Recommendation

- It is recommended that the Board approve all investments in the Long Term Plan of \$2.119 billion as identified in this report as part of the overall Long Term Plan.