

Jack Layton Ferry Terminal – Phase 1A Request for Capital Approval

Finance, Audit and Risk Management Committee

June 1, 2017

Item 9c

Objectives

- To provide an update on the current status of the Jack Layton Ferry Terminal Project.
- To provide background on the funding strategy for the first phase of capital work.
- To obtain FARM Committee approval of \$2.81 million investment for the completion of Phase 1A of the Jack Layton Ferry Terminal and Harbour Square Park Master Plan.

Background

- International Design Competition was held in 2014/2015 and “Harbour Landing” Design by KPMB, Greenberg Consultants and West 8 was selected as the winner.
- The Master Plan, which is based on the winning design and which applies to the entire project site, was completed in early 2016 and includes changes based on feedback from the Design Competition Jury, the Stakeholder Advisory Committee, City and Agency Representatives and the Design Review Panel.
- Working collaboratively with Parks, Recreation and Forestry, and Deputy Mayor Pam McConnell, we have secured funding for a Phase 1A “quick start” of the Master Plan, a new entrance landscape from the intersection of Queens Quay and Bay. The design is underway, and it is anticipated that construction of Phase 1A will commence in September 2017 and be completed by May 2018.

Jack Layton Ferry Terminal Master Plan

The goals of the Jack Layton Ferry Terminal Master Plan Vision are to:

- Create an iconic ferry terminal that is a gateway to the Toronto Islands and a civic destination
- Create a signature waterfront park that complements its proximity to the water's edge and offers spectacular views of the lake
- Support the large number of visitors and enable operational efficiency during peak times



Jack Layton Ferry Terminal Master Plan



Jack Layton Ferry Terminal Master Plan






- ① Ferry Building and Docks
- ② Harbour Square Park
- ③ York Promenade and Sundial Folly Park
- ④ Harbour Square Promenade and Bridge
- ⑤ Yonge WaveDeck
- ⑥ Foot of Yonge Park
- ⑦ Ferry Boat Replacement

Jack Layton Ferry Terminal Phase 1A Scope



Phase 1A Scope includes:

- ① State of Good Repair (SGR) lighting replacement area 
- ② New walkway/promenade zone 
- ③ Wayfinding and signage 

Jack Layton Ferry Terminal Phase 1A Scope



- Waterfront Toronto commenced working on the design of Phase 1A of the Jack Layton Ferry Terminal Project in September 2016, with funding remaining from the competition/master plan phase of the project. In December 2016, a Delivery Agreement for capital funding (\$1.81 million total) between Waterfront Toronto and City of Toronto (Parks, Forestry and Recreation) was completed.
- In April 2017, an additional \$1 million of funding from the City was approved by City Council and the scope of the project was increased to reflect this, an amendment to the Delivery Agreement is underway.
- Waterfront Toronto has retained key consultants for the design stages of work. In May 2017, 60% Design Development was submitted to Waterfront Toronto and City Staff for review.
- General Contracting Negotiable RFP documents were released in May 2017.

Capital Approval is required in order to complete the Jack Layton Ferry Terminal Phase 1A Project:

- Waterfront Toronto's policies and procedures provide for Capital Approvals to be obtained after design has reached 20% completion, in accordance with standard industry practice as summarized below.
- Cost estimates for the Jack Layton Ferry Terminal project have been completed by the consulting team estimator as well as by the independent estimator retained directly by Waterfront Toronto, based on the 30% design submission issued by the design consultants. Cost estimates on the 60% design drawings are targeted to be completed by June 7, 2017.

Capital Budget



Budget Allocation	Anticipated Total Project Cost (\$ Millions)
Hard Construction Costs - Landscape	\$ 1.51
Hard Construction Costs – State of Good Repair Lighting	\$ 0.26
Soft Costs (design, consulting, project management and approvals)	\$ 0.47
Contingency (including risk and escalation)	\$ 0.52
Non-recoverable Harmonized Sales Tax	\$ 0.05
Total Estimated Capital Cost	\$ 2.81*

* Current budget is based on 30% cost estimate. 60% design is complete, and 60% cost estimate is targeted to be finalized by June 7, 2017.

Sources of Funding



Source	Funding (\$ Millions)
Capital Cost Estimate	\$ 2.81
City Funding	\$ 2.81
Total Sources of Funds	\$ 2.81

Project funding will be obtained through a Delivery Agreement between Waterfront Toronto and the City of Toronto. The Delivery Agreement has been secured for the initial funding of \$1.81 million, and an amendment to that Delivery Agreement is now underway for the remaining funding of \$1 million.

Project Risks

Risk Description	Potential Impact	Mitigation Strategy
Aggressive construction schedule (due to Ferry Terminal Operations)	Project delays and additional costs	<ul style="list-style-type: none"> Initiate construction staging before contractor onboard and work closely with Parks Operation staff to advance any critical path items.
Anticipated scope exceeds the available funding	Project delays and additional costs	<ul style="list-style-type: none"> Undertake design cost estimates and peer review estimates to ensure proposed scope is within allocated budget before tendering. Preparing a list of potential deferrals or alternative approaches to include in tender drawings to ensure flexibility post-tender.
Underground unknowns during excavation	Project delays and additional costs	<ul style="list-style-type: none"> Reserve additional contingency for underground unknowns and undertake borehole testing in advance of finalizing design.
Delay in revision to Delivery Agreement execution and funding availability	Project delay	<ul style="list-style-type: none"> Work closely with Parks to negotiate DA in a timely manner.

Recommendation



Management recommends that the Finance, Audit and Risk Management Committee approve, for recommendation to the Board of Directors, a capital expenditure of \$2.81 Million to complete the Jack Layton Ferry Terminal Phase 1A Project.

ON MOTION duly made, seconded, and carried, be it **RESOLVED** that the Finance, Audit and Risk Management Committee approves, for recommendation to the Board of Directors, a capital expenditure of \$2.81 Million to complete the Jack Layton Ferry Terminal Phase 1A Project.

Join Us

Waterfront Toronto
20 Bay Street, Suite 1310
Toronto, ON M5J 2N8
www.waterfronttoronto.ca



<https://www.youtube.com/user/WaterfrontToronto>



<https://www.facebook.com/WaterfrontToronto>



<https://www.linkedin.com/company/waterfront-toronto>



<https://twitter.com/WaterfrontTO>

