

WATERFRONTToronto

Board of Directors Meeting

Agenda and Meeting Book

THURSDAY, JUNE 25, 2020 FROM 8:30 AM TO 11:30 AM

WATERFRONT TORONTO

MICROSOFT TEAMS MEETING



WATERFRONTToronto

Meeting Book - Board of Directors Meeting

Agenda - June 25, 2020 Board Committee Meeting

8:30 a.m.	1. Motion to Approve Meeting Agenda	Approval	S. Diamond
8:35 a.m.	2. Declaration of Conflicts of Interest	Declaration	All
8:40 a.m.	3. Chair's Opening Remarks	Information	S. Diamond
8:45 a.m.	4. Consent Agenda		
	(a) Highlights of Key Messages - Page 4	Information	All
	(b) Draft Minutes of Open Session of the May 27, 2020 Board Meeting - Page 5	Approval	All
	(c) CEO Report June 25 2020 - Page 8	Information	G. Zegarac
	(d) Human Resources, Governance and Stakeholder Relations (HRGSR) Committee Chair's Open Session Report - Page 23	Information	S. Palvetzian
	(e) Investment, Real Estate and Quayside (IREQ) Committee Chair's Open Session Report - Page 25	Information	M. Mortazavi
	(f) Finance, Audit and Risk Management (FARM) Committee Chair's Open Session Report - Page 26	Information	K. Sullivan
	(g) March 31, 2020 Audited Financial Statements	Approval	L. Taylor
	Coversheet - Page 29		
	Audited Financial Statements year end March 31, 2020 - Page 30		
9:00 a.m.	5. Review of the Mandate of the IREQ Committee	Approval	S. Diamond
	Coversheet - Page 51		
	Revised IREQ Committee Mandate - (Changes Tracked) - Page 52		
9:10 a.m.	6. Waterfront Toronto Priority Projects - Construction Update	Information	D. Kusturin
	Coversheet - Page 54		
	Presentation - Page 55		
9:20 a.m.	7. 2019/20 Integrated Annual Report	Approval	G. Zegarac, L. Taylor & C. MacKay
	Coversheet - Page 69		
	2019/20 Integrated Annual Report - Page 70		
9:40 a.m.	8. Capital Approval - York Street Park (Love Park) Design & Construction	Approval	P. Mallozzi

9:55 a.m.	<p>9. Motion to go into Closed Session</p> <p>Closed Session Agenda The Board will discuss items 10(a) & (b), 11, 12 and 13 being consideration of the Draft Minutes of the Closed Session May 27, 2020 Board meeting, FARM Committee Chair's Closed Session Report, IREQ Committee Chair's Closed Session Report, HRGSR Committee Chair's Closed Session Report and Board Closed Session Discussion respectively, in a Closed Session as permitted by By-Law No.2 of the Corporation. The exception relied for the discussion of item 10(a) in Closed Session is provided in the minutes of the Open Session May 27, 2020 Board Meeting contained in item 3(b) of this agenda, for item 9(b) is Sections 6.1.1(l), for item 11 is Sections 6.1.1(c), for item 12 is Section 6.1.1(b) and for item 13 is Section 6.1.1(b) of By-Law No. 2. The Board will continue in Open Session at the end of the Closed Session to discuss and vote on any resolutions pertaining to the Closed Session.</p>	Approval	All
11:15 a.m.	<p>14. Motion to go into Open Session</p> <p>Public Session Agenda</p>	Approval	All
11:20 a.m.	<p>15. Resolutions Arising from the Closed Session</p> <p>Draft Resolutions Arising from the Closed Session - Page 179</p>	Approval	All
11:25 a.m.	16. Chair's Closing Remarks	Information	S. Diamond
11:30 a.m.	17. Motion to Terminate the Meeting	Approval	AI

Agenda Item	Key Message
4 (c) CEO Report	The quarterly CEO Report presents an overview of the Board meeting and of the work of the Corporation, highlighting key issues and matters of importance from the perspective of the CEO. A dashboard attached to the CEO Report illustrates the status of corporate, project and administrative matters and compares it to the preceding quarter. Responding to the issues raised in the Black Lives Matter protests, this CEO Report states that it is the intention of the Corporation to take further action in the areas of diversity and engagement.
4 (d) HRGSR Chair Report-open session	The Chair of the HRGSR Committee will present her report on matters arising from the meeting of the Committee held on June 11, 2020. Key items to note are the communications arising from the termination of the Plan Development Agreement, the human resources update, especially in light of COVID-19, and the compensation framework for Waterfront Toronto staff.
4 (e) IREQ Chair Report-open session	The Chair of the IREQ Committee will present his report on matters arising from the meetings of June 10, 2020 and April 16, 2020. Key areas of focus have been the impact of COVID-19 on project work, review of projects such as the Waterfront Innovation Centre, and developments and considerations relating to the Quayside project.
4 (f) FARM Chair Report-open session	The Chair of the FARM Committee will present his report on matters arising from the meeting of the Committee held on May 28, 2020. Key issues include the year-end financial statements of the corporation, the integrated annual report and consideration of the PLFP project.
4(g) March 31, 2020 Audited Financial Statements	The financial statements of the Corporation for the year ended March 31, 2020 will be presented for approval. BDO LLP anticipates a clean audit opinion on the annual financial statements, no material matters of concern have been reported to the FARM Committee regarding internal controls and the FARM Committee has recommended that the Board approve the financial statements.
5. Review of IREQ Mandate	The mandate of the IREQ Committee, as it relates to Quayside, is very specific to the now terminated project with Sidewalk Labs. Therefore, changes are being proposed for approval by the Board , to provide for a more general description of responsibilities as it relates to the Quayside project, and to change the name of the Committee back to its former name of the “Investment and Real Estate Committee”.
6. Priority Projects	The Chief Project Officer will provide an update on the status of Priority Projects, including Cherry Street Stormwater Facility, Bonnycastle Public Realm, Bayside Phase II, Cherry Street Lake filling and the Port Land Flood Protection Project.
7. Integrated Annual Report	The 2019/20 Integrated Annual Report will be presented to the Board for approval. In line with global best practice, we have integrated our biennial Corporate Social Responsibility and Sustainability report and our Annual Report into an Integrated Annual Report. The key theme of the report is <i>resilience</i> ; The report is presented for Board approval .
8. Capital Approval for York Street Park	In accordance with Corporation’s <i>Delegations of Authority (Oct 10, 2019)</i> , management is seeking Capital Project Approval for \$15.04M for York Street Park, which is part of the approved Rolling Five Year Strategic Plan. The FARM Committee has reviewed the proposal and has recommended approval by the Board . All the funding for the project will be provided by the City.
10 (b) FARM Chair Report-closed session	The FARM Committee Chair will present a report on matters arising from the closed session of the Committee meeting held on May 28, 2020 including Internal Auditor fees, federal stimulus project discussions and Port Land Flood Protection matters.
11. IREQ Chair Report-closed session	The IREQ Committee Chair will present a report on matters arising from the closed session of the Committee meetings held on June 10, 2020 and April 16, 2020. Areas of focus include developments and considerations relating to the Quayside project, and infrastructure relating to the Queen’s Quay East revitalization.
12. HRGSR Chair Report-closed session	The HRGSR Chair will present a report on matters arising from the closed session meeting held on June 11, 2020 including the proposed compensation arrangements for staff and management of the Corporation. In accordance with our governance framework, the Board will be asked to approve the proposed compensation for the CEO.

**MINUTES of the Open Session Meeting of the Board of Directors of the
Toronto Waterfront Revitalization Corporation
Via Microsoft Teams Teleconference
Wednesday, May 27, 2020 at 1:30 p.m. local time.**

PRESENT: Steve Diamond (Chair)
Mazyar Mortazavi
Jeanhy Shim
Andrew MacLeod
Kevin Sullivan
Patrick Sheils
Wende Cartwright
Jack Winberg
Michael Galego
Christopher Voutsinas
Councillor Joe Cressy
Sevaun Palvetzian

IN ATTENDANCE WATERFRONT TORONTO

George Zegarac (Chief Executive Officer)
David Kusturin (Chief Project Officer)
Lisa Taylor (Chief Financial Officer)
Chris Glaisek (Chief Planning and Design Officer)
Meg Davis (Chief Development Officer)
Julius Gombos (Senior Vice President, Project Delivery)
Leslie Gash (Senior Vice President, Development)
Cameron MacKay (Vice President Communications and Engagement)
Kristina Verner (VP Innovation, Sustainability and Prosperity)
Kathleen Niccols (Senior Vice President, Corporate Strategy)
Rose Desrochers (Vice President, Human Resources and Administration)
Pina Mallozzi (Vice President, Design)
Catherine Murray (Senior Legal Counsel)
Sameer Akhtar (Senior Legal Counsel)
Ian Ness (Acting General Counsel)
Ildio Coito (Project Director, Infrastructure and Public Realm)
Ed Chalupka (Director, Government Relations)
Aaron Barter (Director, Innovation and Sustainability)
Jed Kilbourn (Director, Development Planning)
Kevin Greene (Project Management Director)
Rei Tasaka (Senior Urban Design Manager)
Sonja Vangjeli (Planning and Design Project Manager)
Vinaya Mani (Project Coordinator Planning and Design)
Shannon Baker (Director, Parks & Public Realm)
Netami Stuart (Senior Project Manager, Parks)
Aina Adeleye (Board Administrator and Legal Assistant)

Also in attendance for part or all of the meeting were:

- Adam Redish, Assistant Deputy Minister and Wendy Ren, Director, Policy and Planning, Ontario Ministry of Infrastructure
- Breanne Bateman, Policy Advisor, and James Andre, Senior Policy Advisors, Agency Oversight Unit, Infrastructure Policy Division Ministry of Infrastructure at Ontario Ministry of Infrastructure
- Shawn Tippins and Miguel Iriondo, Senior Analyst, Investment, Partnership and Innovation Branch of Infrastructure Canada
- Pinelopi Gramatikopoulos, Project Manager Waterfront, City of Toronto

The Chair, Stephen Diamond, appointed Ian Ness to act as secretary of the meeting.

With notice of the meeting having been sent to all Directors in accordance with the Corporation's By-laws and a quorum of Directors being present, the Chair called the meeting to order at 1:34 p.m. and declared that the meeting was duly constituted for the transaction of business.

The Chair thanked the Board members for attending the meeting. The Chair noted that, due to precautions recommended by public health officials not to hold physical meetings as a result of the COVID 19 Pandemic, the day's meeting would be recorded and made available to the public afterwards.

1. Motion to Approve Agenda

ON MOTION duly made by Jack Winberg, seconded by Joe Cressy and carried, it was **RESOLVED** that the Agenda for the May 27, 2020 meeting be approved, as presented.

2. Declaration of Conflicts of Interest

There were no conflicts of interest declared.

3. Consent Agenda

ON MOTION duly made by Patrick Sheils, seconded by Jeanhy Shim and carried, it was **RESOLVED** that the Minutes of the March 26, 2020 meeting of the Board of Directors be approved as presented.

ON MOTION duly made by Kevin Sullivan, seconded by Wende Cartwright and carried, it was **RESOLVED** that the Minutes of the May 8, 2020 meeting of the Board of Directors be approved as presented.

4. Reflection on Toronto's Waterfront

Chris Glaisek and Rei Tasaka provided a detailed presentation, which was taken as read, reflecting on Toronto's Waterfront (Toronto Waterfront - 2001 to Date and Top Ten Big City Waterfronts), for information.

5. Port Lands Planning Framework and Villiers Island Precinct Plan

Chris Glaisek and Jed Kilbourn provided a detailed presentation, which was taken as read, on the Port Lands Planning Framework Plan and Villiers Island Precinct Plan, for information.

6. Motion to go into Closed Session

In accordance with By-Law No. 2 of the Corporation and **ON MOTION** made by Patrick Sheils, seconded by Jack Winberg and carried, the Board **RESOLVED** to go into Closed Session to discuss item 7. The exception to the Open Meeting Law relied on for the discussion of item 7 in Closed Session is provided in the minutes of the open session of the March 26, 2020 and May 8, 2020 meetings of the Board of Directors contained in item 3 of the day's agenda.

7. Consent Agenda

- a) **Draft Minutes of the Closed Session March 26, 2020 Meeting**
- b) **Draft Minutes of the Closed Session May 8, 2020 Meeting**

8. Motion to go into Open Session

ON MOTION made by Jack Winberg, seconded by Patrick Sheils and carried, the Board **RESOLVED** to go into Open Session.

9. Resolutions Arising from the Closed Session

ON MOTION duly made by Patrick Sheils, seconded by Jack Winberg and carried, it was **RESOLVED** that the Minutes of the Closed Session of the Board of Directors meetings held on March 26, 2020 be approved, as tabled.

ON MOTION duly made by Wende Cartwright, seconded by Mazyar Mortazavi and carried, it was **RESOLVED** that the Minutes of the Closed Session of the Board of Directors meetings held on May 8, 2020 be approved, as tabled.

10. Termination of the Meeting

There being no further business, **ON MOTION** made by Jack Winberg, seconded by Patrick Sheils and carried, it was **RESOLVED** that the meeting be terminated at 4:01 p.m. local time.

Chair

Secretary

I am pleased to provide this CEO Report for the upcoming quarterly Board meeting. Since the last report, I have continued to be fully engaged with staff, governments and other stakeholders on key initiatives, and have continued to foster the sustained engagement of management with the Board and with all three levels of government, and corporations and agencies on the waterfront.

I appreciate having the ongoing support of all Board members and my close working relationship with the Chair. Together with the consistent efforts of all Waterfront Toronto staff, this support and collaboration underlie our continued progress. At this time, it is important that we continue to work well together to respond to the operational and economic challenges arising from the COVID-19 pandemic. This CEO Report provides information regarding the measures being taken by the Corporation to protect staff, contractors and the public and to manage and mitigate COVID-19 related risks.

This also is the time to consider the issues raised in the Black Lives Matter protests. As an organization and as individuals, we must face these issues together and find ways to do better. Waterfront Toronto works hard to fulfill its mandate and by doing so it has achieved a strong record of inclusion and engagement. Even so, the Corporation supports the position that more is required. We propose to advance our understanding of the underlying causes and symptoms of racism and inequality, as well as take action and measure progress. Some of the actions we are taking in the areas of diversity and engagement are outlined in the Integrated Annual Report, a new form of report that is described below under *Integrated Annual Report*. Management will provide a report on these actions and our further efforts at the Board meeting on October 8, 2020.

The senior management team and I were pleased to learn of the recent renewal by the federal government of the appointment of Jeanhy Shim to the Waterfront Toronto Board of Directors for a further three years to June 2023. We look forward to Jeanhy's continuing contribution to the work of the Corporation and we anticipate additional decisions regarding other federal government appointments to the Board in the coming months.

This meeting is an opportunity for the Board to engage on a number of important strategic, financial and operational matters that have been moving ahead since the last quarterly meeting. As highlighted in this CEO Report, implementation of the Rolling Five-Year Strategic Plan 2020/21 – 2024/25 (the Plan) is continuing, including progress on priority projects, particularly the Port Lands Flood Protection (PLFP) project. For the Quayside project, the May 6, 2020 decision by Sidewalk Labs to withdraw from the project has required that the Corporation reassess the priorities and phasing of the project, and in doing so, consider the impact of COVID-19.

As discussed in greater detail in this CEO Report, a number of approvals are being requested at this meeting. Management is requesting approval of the audited annual financial statements for the year ended March 31, 2020, the Integrated Annual Report, capital investment of \$15.04M in the York Street Park project (funded by the City of

Toronto), certain human resources matters, and technical amendments to the mandate of the IREQ Committee.

This CEO Report highlights our progress since the last quarterly Board meeting and is organized according to the three goals of the Plan: Priority Projects, Next Generation Sustainable Community and Signature Projects. In addition to highlighting progress towards the three goals of the Plan, this report also provides updates on Indigenous consultation, government oversight, and on key corporate and administrative matters, including COVID-19.

A corporate dashboard attached to this CEO Report as Appendix 1 illustrates the status of corporate, project and administrative matters on the date of posting of this CEO Report, compared to the previous corporate dashboard provided on March 19, 2020, and followed by an explanation of changes to dashboard items.

Overall, the Corporation is operating effectively and efficiently - and collaboration across the organization is excellent, despite all staff having to adapt to working remotely over the past quarter due to the COVID-19 pandemic. A work from home pilot project to update the remote work policy was conducted last summer, and this was of great assistance in building our capacity to adjust swiftly to new ways of working.

There are no significant financial or other enterprise risks impacting the overall performance of the Corporation as of the date of this CEO Report, other than the risks relating to its funding model and long-term status, discussed under **Government Oversight** below; however, management continues to carefully monitor and manage the implications of the COVID-19 pandemic, taking steps to assess and mitigate its operational and economic impact on the Corporation. COVID-19 is discussed in the **Report on Corporate and Administrative Matters** below, under *Human Resources* and *Risk Management*.

There continue to be many day-to-day financial and enterprise risks, which are being managed within the current unrestricted available cash resources of the Corporation. The need to respond to the COVID-19 pandemic and changes affecting the Quayside project have resulted in updates to the level of two risks, but these and all other risks continue to be managed proactively using the Enterprise Risk Management framework. This framework, discussed under *Risk Management* below, includes BTY Group, an independent capital project monitor for the PLFP project that is accountable to the FARM Committee and the Board.

The information in this CEO Report is supplemented by reports from the Chairs of Board Committees on their work in the period since the March 26, 2020 quarterly Board meeting. These reports are included in materials for this meeting and form part of the agenda.

This CEO Report has the following seven sections:

1. Rolling Five-Year Strategic Plan 2020/21 – 2024/25
2. Port Lands Flood Protection Project and Priority Projects
3. Quayside Project: Next Generation Sustainable Community
4. Indigenous Consultation
5. Signature Projects
6. Government Oversight
7. Report on Corporate and Administrative Matters

The highlights of these sections are:

- The timing of land sale revenues assumed in the Rolling Five-Year Strategic Plan 2020/21 – 2024/25 (the Plan) may not be achieved; a mitigation strategy has been initiated.
- The PLFP program is proceeding within the approved budget and the substantial completion date of March 31, 2024 remains unchanged.
- Following the May 6, 2020 decision by Sidewalk Labs to withdraw from the Quayside project, Waterfront Toronto is hard at work formulating a new path forward for review by project stakeholders.
- Management is implementing the January 1, 2020 – March 31, 2021 Deliverables in the Fundraising Action Plan.
- The Corporation has been able to renew the \$40M credit facility (\$37M available) based on approval by the City of Toronto, and approval in principle by the federal and provincial governments, of its request for an extension of the consent to borrow and encumber assets.
- The audited annual financial statements for the year ended March 31, 2020 are the first year-end financial statements reported from the new ERP system and, together with a clean audit opinion, are being presented for approval.
- Approval is being requested for the Corporation's first Integrated Annual Report (IAR), which combines the Waterfront Toronto biennial Corporate Social Responsibility and Sustainability Report and the Annual Report.
- Two risks on the Corporation's risk register have been elevated this quarter and steps are being taken to mitigate them: business continuity risk due to the COVID-19 pandemic and uncertainty in planned development revenues to support the Plan due to the May 6 2020 change to the Quayside project.

Rolling Five-Year Strategic Plan 2020/21 – 2024/25

The Rolling Five-Year Strategic Plan 2020/21 – 2024/25 (the Plan) was approved by the Board on December 5, 2019. The effective date of the Plan is April 1, 2020 and the following is a recap of key information about the Plan.

The theme of the Plan is Place – Partnership – Potential, building on the Corporation's strengths of collaboration, public consultation and design excellence. The \$1.3B Plan continues the investment by the Corporation in three strategic priorities - Priority Projects, Next Generation Sustainable Communities and Signature Projects - with the same funding sources: government; leases, land sales and other; and philanthropy and sponsorship. The Plan also maintains the 6% ratio of corporate operating costs to capital costs.

The Lakeshore Bridge Alternative Case Phase 1 – Pre-construction Works project (\$16M), which was approved by the Board on March 26, 2020, has been added to the Plan. The Plan also includes an increase to contingency reserves from \$37M to \$60M; allocation of land sale revenues of \$20M as seed capital towards building fundraising capabilities and appropriately advancing the design of the Signature Projects to support fundraising for them; and the incremental costs and milestones of the Fundraising Action Plan, described in more detail under **Signature Projects** below.

The Plan assumes land sale revenues for which timing is uncertain. If the Corporation is not able to realize these revenues within the timeframes currently assumed, management has a mitigation strategy involving deferral of certain costs or utilization of liquidity tools, such as the \$40M credit facility, although the amount of this facility may need to be revisited in future. Together with the IREQ Committee and guided by public and government engagement, management is preparing a plan to move forward with the Quayside project that will establish revised timing for land sale revenues and that will be included in the update/roll-forward of the Plan later this year.

Port Lands Flood Protection Project and Priority Projects

The Priority Projects are fully funded and are the anchors of the Plan. Funding for the PLFP and other Priority Projects (\$1.3B) will be financed from contribution agreements with the three levels of government (and others); unrestricted available cash resources; sales proceeds from lands owned by Waterfront Toronto and a percentage of the increase in the value of government lands following remediation, zoning and sale by the Corporation; and a \$40M credit facility (\$37M currently available) that is secured by a first charge against the Quayside lands. The credit facility is discussed under **Government Oversight** below.

Port Lands Flood Protection Project

The PLFP is one of the largest infrastructure projects currently underway in Ontario. The objective of the project is to provide flood protection infrastructure that will be integrated with the natural habitat and public open spaces. This will enable development of the southeastern portion of downtown Toronto that otherwise would not be developable, resulting in significant expansion of developable lands. The PLFP is critical and will have a similar impact - though on a much larger scale - as the flood protection landform at

Corktown Common, which enabled development of the West Don Lands and protected that area from flooding.

Management provided a quarterly update on the status of the PLFP project to the FARM Committee at its meeting on May 28, 2020. The PLFP program is proceeding within the approved budget and the substantial completion date remains March 31, 2024. The quarterly update to the FARM Committee presents summaries of the top risks impacting cost and schedule of the PLFP Project, which are being monitored and managed. Management noted an elevated risk to cost and schedule, related to the relocation of utilities. Risk mitigation options have been developed and are being actively assessed and pursued.

Management's May 28, 2020 update to the FARM Committee was accompanied by a report from BTY Group, the Committee's independent capital project monitor for the PLFP project. The report contains the results of its review of budget, schedule and scope, as well as risk management. The report concludes that the PLFP project continues to be on budget, on schedule and has no material scope changes. A review of COVID-19 impact is underway, the draft findings of which are in line with expectations.

Certain Waterfront Toronto projects, including PLFP, were deemed to be essential and therefore exempt from closures required under the provincial *Emergency Management and Civil Protection Act*. Construction of these projects has continued during the pandemic without interruption, and without material cost or schedule impact. Four additional projects became eligible to proceed into construction on May 1, 2020 when the definition of essential construction workplaces was expanded.

Substantial work is underway across the entire Port Lands Flood Protection construction site including deep excavation, new roads and utilities and bridge foundations. As soon as permitted, site tours will be arranged for Board members and others to see this progress first-hand. In the meantime, the Chief Project Officer will provide an overview of the progress of construction on all Waterfront Toronto project sites in the Waterfront Toronto Priority Projects – Construction Update presentation at the Board meeting.

Priority Projects

Upon the recommendation of the FARM Committee, and in compliance with Waterfront Toronto policies and procedures, capital project approval is being requested for an investment of \$15.04M for the York Street Park (Love Park) project, subject to obtaining additional funding for environmental remediation costs. Board approval also is being requested for tendering this project using the General Contractor – Lump Sum Tender method. The York Street Park project is a priority project included in the Plan. It is funded by the City of Toronto in the amount of \$12.71M and, if granted, additional funding of \$2.33M for environmental remediation will be evidenced by an amendment to the existing Design and Construction Delivery Agreement between Waterfront Toronto and the City, and the amount of this additional funding will be added to the Plan.

Management is working with the City of Toronto to obtain federal stimulus funding, should it become available. The purpose of the funding would be to aid post-pandemic economic recovery. Management has prepared a list of waterfront projects that are shovel-ready and/or that support the government objectives that we understand may underlie funding decisions.

The other Priority Projects are reported on in the meeting materials for the FARM and IREQ Committees and material aspects are included in the reports of these two Committees to the Board.

Quayside Project: Next Generation Sustainable Community

The strategic objective of the Quayside project is to pursue development of a next generation sustainable community. On May 6, 2020, the Corporation was informed of the decision by its innovation and funding partner, Sidewalk Labs, to withdraw from the project, shortly before the June 25, 2020 deadline for Board approval of the Master Innovation and Development Plan (MIDP).

This decision does not change our commitment to fulfilling the strategic objective of the Quayside project. Building on what we have learned over the past two years, Waterfront Toronto is formulating a new path forward, having reassessed some priorities and reflecting revised timing.

At the most recent IREQ Committee meeting, held on June 10, 2020, management provided an update on close-out activities necessary to bring the SWL partnership phase of the project to a close. Management and Committee members also discussed lessons learned to date on the project, which are to be further refined through consultations with government stakeholders and the Stakeholder Advisory Committee. Management presented its proposed considerations, process and timing for the path forward, which reflect the lessons learned, as well as information presented at the May 27, 2020 Board meeting, discussed below under *Waterfront Sites, Opportunities and Risks*.

To enable Board oversight of current and future phases of the Quayside project, technical amendments are required to update the mandate of the IREQ Committee. The proposed amendments remove references to the previous RFP for the project and to the innovation and funding partner. Board approval of these changes is being requested at this meeting.

A report on communications related to the Quayside project was provided at both the June 10, 2020 IREQ Committee meeting and the June 11, 2020 meeting of the Human Resources, Governance and Stakeholder Relations Committee. The report observed that the period May 6, 2020 and following was a successful news cycle for the Corporation in a very challenging time, due to having to respond on short notice and while working remotely. The media coverage reflected Waterfront Toronto's efforts to inform and build

support among a broad base of government, public and other stakeholders over the past two years. Preliminary strategies and messaging to support our continued progress to create an affordable, inclusive, economically vibrant and climate positive community in Quayside also were presented.

Indigenous Consultation

Waterfront Toronto is committed to ongoing engagement and relationship development with the Mississaugas of the Credit First Nation (MCFN) as the Corporation moves forward with the PLFP and Quayside projects. An MOU between us was executed in February 2020.

Waterfront Toronto is engaged in consultations with the MCFN in connection with the PLFP project and MCFN Field Liaison Representatives are undertaking archeological and environmental monitoring on the project. With the support of the MCFN, Waterfront Toronto also is taking steps to appropriately reflect an Indigenous perspective in project design. One such step is to expand the Waterfront Toronto Design Review Panel to include an Indigenous member, which is part of a larger process to review advisory panels and enhance their diversity of membership.

Waterfront Toronto will continue working with the MCFN and engaging in discussions regarding their involvement in the advancement of the Quayside project as the path forward is being formulated. Waterfront Toronto has been clear that any implementation of the Quayside project must include meaningful engagement that extends beyond the formality of legislated requirements for Indigenous consultation. This commitment to engagement applies to working with MCFN as well as with the broader urban Indigenous community in Toronto.

Signature Projects

The Fundraising Steering Committee prepared a Fundraising Action Plan that was reviewed by the FARM Committee on November 21, 2019 and provided to the Board on December 5, 2019. The Fundraising Action Plan, available [here](#), sets out the Corporation's fundraising strategy for the Signature Projects and the actions to be taken to begin implementation of it over the period January 1, 2020 to March 31, 2021.

The Signature Projects are: (i) enhancement of the Jack Layton Ferry Terminal; (ii) creation of a continuous three-kilometre Waterfront Walk; (iii) creation of a regional Destination Playground as part of the larger Promontory Park; and iv) the identification and development of a landmark institution that will define the character of the waterfront. The fundraising strategy is to build fundraising capabilities to address readiness gaps and develop a campaign plan to pursue major gifts (\$500,000+) for the Destination

Playground, the first of the Signature Projects to be funded, and to appropriately advance design and planning of all of the Signature Projects.

Management has begun implementation of the January 1, 2020 – March 31, 2021 Deliverables in the Fundraising Action Plan and provided a progress report to the FARM Committee on May 28, 2020. Since our work to implement the fundraising strategy is focused on building capabilities and developing a campaign plan, and does not include approaching potential funding partners until after March 31, 2021, we don't foresee a near-term impact on fundraising for the Signature Projects resulting from the COVID-19 pandemic.

Lease negotiations being undertaken by the City and CreateTO with a third party may result in funds becoming available to advance the redevelopment of the Jack Layton Ferry Terminal. Waterfront Toronto is providing support to City Parks, Forestry and Recreation in these negotiations which, if successful, will impact the Corporation's fundraising plans for the enhancement of the ferry terminal.

Government Oversight

Government oversight is accomplished through (i) a network of internal secretariats that work directly with Waterfront Toronto on a regular basis; (ii) the IGSC, which meets at least quarterly; and (iii) attendance by government representatives at Board and Committee meetings. In addition, I have frequent contact with all three levels of government to keep them apprised of progress and to discuss any issues that may arise.

One such recent meeting with City representatives resulted in the input of Waterfront Toronto being included in an upcoming review by the City of options for improving and streamlining its work with the development community. And, at the federal level, we are working to provide Minister McKenna of Infrastructure Canada with a more fulsome introduction to the Corporation through an in-person briefing and tour of the waterfront, once the pandemic restrictions are lifted.

Government Consents

At an IGSC meeting in May 2019 Waterfront Toronto requested a three-year extension (to May 15, 2023) of the consent from governments to borrow and encumber assets. The Corporation provided an update on this request to IGSC in September 2019. On January 29, 2020, City Council approved the extension of the consent; however, the timing of approvals by the federal and provincial governments was impacted by the pandemic. On the basis of the approval of the extension of the consent to borrow by City Council, and on the understanding that federal and provincial approvals had been granted in principle, management obtained extension of the existing \$40M credit facility (\$37M currently available), which expired on March 31, 2020.

Securing the extension of the credit facility is a key assumption in the Plan. The continued availability of the credit facility helps the Corporation mitigate liquidity risk, and is a liquidity tool to address the uncertainty it faces in the timing of land sale revenues. The amount of this facility may need to be revisited, depending on the impact of the May 6, 2020 change to the Quayside project on the timing of land sale revenues.

At the IGSC meeting in September 2019, Waterfront Toronto also requested technical amendments to its consent from governments to raise revenues. The consent to raise revenues was granted in 2007 and pre-dates the availability of qualified donee status, which the Corporation obtained in 2017. A recent legal review of the 2007 consent recommended that certain technical amendments be made to make it clear that Waterfront Toronto can legally raise revenues from fundraising, consistent with its qualified donee status and as contemplated in the Plan.

Tri-government Working Group

The Tri-government Working Group (TWG), which supports the IGSC, is engaged on a number of important matters pertaining to the Corporation. One of these is to examine each of the December 5, 2018 recommendations of the Office of the Auditor General of Ontario (OAG). Waterfront Toronto has been working with the TWG to address these recommendations and significant progress has been made in the months since the report was released.

The Corporation implemented 16 of 17 (94%) of the action items applicable to it by March 31, 2020. Progress is underway on the remaining action item, which is the development of a file management and document retention policy. The OAG currently is completing a follow-up audit of the implementation of action items by Waterfront Toronto, the results of which will be released in a report to be issued by the OAG in December 2020. On May 28, 2020, Management provided an update to the FARM Committee on its progress implementing the OAG recommendations, presented on the Audit dashboard.

Another area of focus for the TWG is the MOU among the three governments and Waterfront Toronto, a draft of which was approved in principle by the IGSC on March 2, 2020. The Corporation has worked closely with governments to finalize the draft MOU, which is intended to formalize the tri-government relationship and operational framework with Waterfront Toronto. The MOU is non-binding and interpretation of it is subject to the *Toronto Waterfront Revitalization Corporation Act* (the TWRC Act) and any applicable Contribution Agreement. The MOU is expected to be executed shortly, once certain administrative matters have been resolved.

Risks Related to the Corporation's Funding Model and Long-term Status

As you are aware, the Corporation faces two risks related to the restructuring of its current funding model and its statutory termination and wind up, commencing any time after May 15, 2023. The Corporation has taken steps to begin to address these risks, which will

require time and attention from the Board and ongoing engagement with governments. A related objective is the need for Waterfront Toronto and CreateTO to clarify and enhance the working relationship between our organizations, with the agreement and support of the City. Over the coming months, the City, CreateTO and Waterfront Toronto will be working to clarify the roles and establish collaborative working models, and an update on progress achieved will be provided at the Board meeting on October 8, 2020.

To move forward on these risks and objective requires a deep understanding of how the work of the Corporation can be better integrated with the priorities and efforts of all government stakeholders and other agencies, with the intention of identifying how we all can efficiently work together in the public interest. This has informed my approach from the beginning, but increasingly I envision and have been working to develop a more structured, organization-wide strategy that will encompass the potential for the enhancement of our key relationships, as well as effective collaboration and information-sharing.

Waterfront Sites, Opportunities and Risks

To support the development of this strategy, the senior management team and I have undertaken a detailed review and analysis of waterfront sites, opportunities and risks. Underpinning this review, a cross-functional team, led by the Chief Planning and Design Officer, is researching the world's top waterfront cities, including Vancouver and Montreal. The research updates and expands previous research on the cities, including new topics such as the post-pandemic city-building, economic development, Indigenous peoples, year-round activation, and governance.

At the May 27, 2020 Board meeting, we began to engage with the Board on these topics when management provided overviews of (i) the Toronto waterfront 2001 to today, (ii) research to date on top waterfront cities world-wide (and compared to Toronto), (iii) the Port Lands Planning Framework and (iv) the Villiers Island Precinct Plan. The presentation also was intended to support an informed approach to the path forward for the Quayside project.

Report on Corporate and Administrative Matters

Human Resources

Together with the Joint Health and Safety Committee (an internal committee), the Human Resources team has been monitoring the risks and requirements arising from the COVID-19 pandemic and helping Waterfront Toronto to respond appropriately. Guided by public health information, and consistent with the decision-making of our government partners, the Corporation has taken steps to protect staff, contractors and the public and to appropriately adapt our operations and actions in response to these developments.

We continue to provide public health information to staff to support and advise them of recommendations for staying healthy. All employees have been working remotely since March 16, 2020 and contractors and partners have been working with us from their offices or homes. Our office is closed to the public and public events have been cancelled.

During this time, the business of the Corporation is continuing, with frequent online meetings to enable management to stay apprised of progress, as well as to discuss and respond to new developments, which are being actively monitored. Leveraging online meeting technology, appropriate compliance with the public meeting obligations applicable to Board and Committee meetings and the work of advisory panels has been achieved. We all look forward to a return to in-person work and management is actively working on a plan for how to accomplish this safely when pandemic restrictions are lifted.

The report of the Chair of the Human Resources, Governance and Stakeholder Relations Committee will provide an update on human resources matters that were brought before the Committee at its meeting on June 11, 2020. The report of the Chair addresses how the Corporation's human resources practices have operated during the pandemic and in the period since the last report. At the Board meeting, compensation aspects of the year-end employee performance review and evaluation process will be brought forward. This year, these include significant salary constraint measures taken in response to the difficult economic times.

Finance and Audit

Waterfront Toronto's finance and accounting operations are continuing, uninterrupted by COVID-19. The audited annual financial statements for the year ending March 31, 2020 were reviewed by the FARM Committee on May 28, 2020 and are being recommended for approval by the Board. These financial statements are the first year-end financial statements reported from the Enterprise Resource Planning system. BDO LLP, the Corporation's external auditors, worked remotely to complete their audit of the financial statements and are providing a clean, unqualified audit opinion. Once approved, the financial statements will be provided to governments and published on the Waterfront Toronto website on or before June 30, 2020, in compliance with our obligations under the TWRC Act.

There are no immediate concerns with respect to liquidity/cash flow management. Financial activities have increased significantly from the same period last year, primarily due to increased construction activity on the PLFP project. For this project, Waterfront Toronto continues to maintain a capital balance equal to at least 90 days, which amounts to approximately \$90M including liability for holdback.

MNP LLP, the Corporation's internal auditor, completed an audit of PLFP procurement, the results of which were reported to the FARM Committee at its May 2020 meeting. To assess adherence to procurement process requirements and best practices, the audit covered 36 project procurements totaling \$306M from Jan 1, 2017 to Dec 31, 2019. The

conclusion of the audit is that procurement processes and controls are adequate and can effectively and efficiently deliver PLFP procurement activities. The procurements were found to have followed the principles of value for money, vendor access, transparency, and fairness. In addition to several areas of strength, the audit identified two low risk findings related to enhancing file maintenance and the use of performance metrics. Implementation of MNP’s recommendations to address the areas of risk is underway.

MNP shortly will begin an internal audit of the Performance Measurement Framework, part of the new three-year internal audit plan, and a cybersecurity follow up review. The results of the audit will be reported to the FARM Committee on September 17, 2020.

Progress to implement remaining action items in the recommendations resulting from previous internal audits (September 2018 cyber security, May 2019 corporate governance and November 2019 employee wellness) was reported to the FARM Committee on May 28, 2020. Implementation of all remaining action items are on track for completion. Also, related to cyber security, all staff underwent cyber security training during the past quarter to enhance the Corporation’s level of fraud prevention.

Integrated Annual Report

Approval of the Integrated Annual Report (IAR) is being requested at this Board meeting. The IAR combines the Waterfront Toronto biennial Corporate Social Responsibility and Sustainability Report and the Annual Report, combining environmental and social impact results with financial results into one integrated report. The integration of these reports is in line with global best practices, and results in cost savings and streamlined reporting.

The theme of the IAR is *resilience*. The structure of the report includes governance and financials and project-specific sections that address: (i) Innovation and Job Creation, (ii) Climate Leadership and Sustainable Design and (iii) Green Space and Healthy Communities. These three themes, selected based on input from key stakeholders, tie closely to Waterfront Toronto’s mandate.

The IAR reports on achievement of the 2019/20 Corporate Plan, covering capital investment and the achievement of mandate-based KPI targets, and includes summary information from the audited annual financial statements. The IAR reflects input from the FARM Committee and the Tri-government Working Group. Following approval, the IAR will be published on the Corporation’s website.

Risk Management

Waterfront Toronto manages risk proactively using an Enterprise Risk Management (ERM) framework that has been developed by management and provided to the Board. The ERM framework applies the widely used “three lines of defence” approach to risk management and control, assigning clear roles and responsibilities to: (i) risk owners (project and financial managers); (ii) risk committees (the internal ERM taskforce,

program management office and technical advisory and peer review panels); and (iii) risk systems (internal audit function and independent capital project monitor for the PLFP project). The first two lines of defence are accountable to senior management, and the third is accountable to the FARM Committee and the Board.

The Risk Appetite Statement, approved by the Board in March 2019, is an integral part of the Corporation's ERM framework.

An ERM dashboard summarizing and reporting on risks to the Corporation is provided quarterly to the FARM Committee, most recently at its meeting on May 28, 2020. On March 6, 2020, the Business Continuity risk level in the Corporation's risk register was updated in response to the COVID-19 pandemic. After May 6, 2020, the Existing Revenue risk was updated to reflect increased uncertainty in planned development revenues to support the Plan. The steps being taken to mitigate these updated risks are highlighted throughout this CEO Report and are summarized in the ERM dashboard addressed in the report of the FARM Committee included in the materials for this meeting.

Assisted by its insurance broker, HUB International HKMB Limited, Waterfront Toronto completed its annual insurance renewal for the 2020/21 year, incorporating recommendations from the review of our insurance program undertaken in 2019. The Corporation was fortunate to be able to maintain existing levels of coverage, with a small increase in total premium, despite the recent hardening of the insurance market.

The Corporation has effective programs and policies in place to achieve, monitor and report on compliance with applicable laws, and this was affirmed to the FARM Committee at its May 28, 2020 meeting in the Regulatory and Operational Compliance Report.

* * *

Additional information on several of the above topics is provided in the reports of the Chairs of the standing Committees on their work following the March 26, 2020 Board meeting. These reports are included in the materials for this Board meeting. The management team will be pleased to answer any of your questions at the meeting.

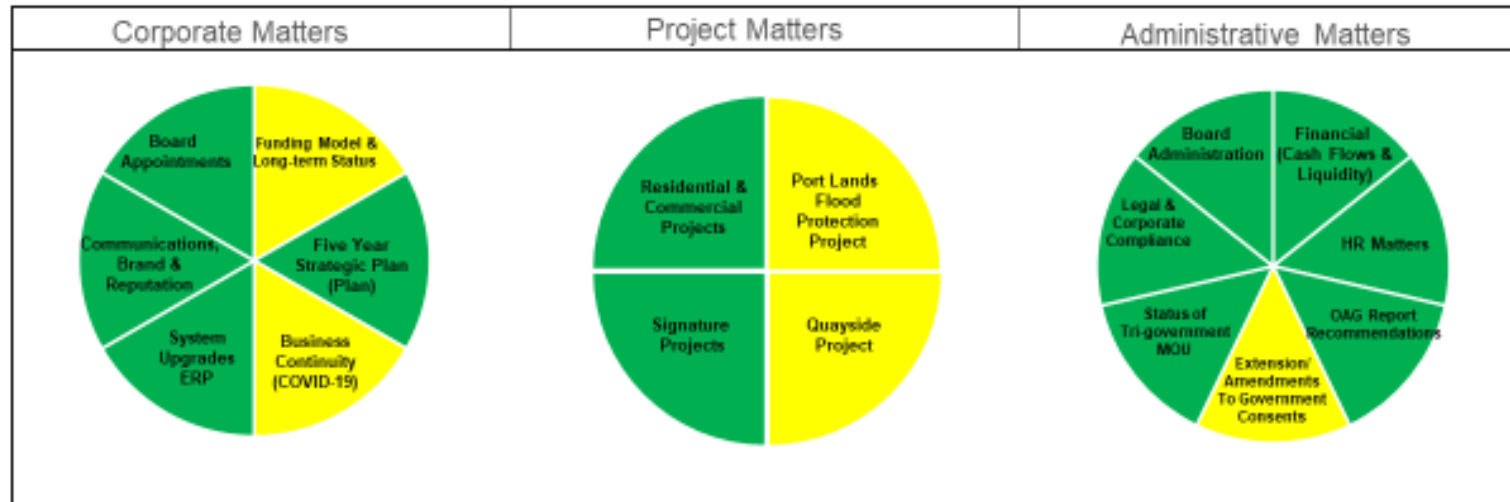
Sincerely,

George Zegarac
President and CEO

Appendix 1 – Corporate Dashboard and Summary of Dashboard Changes

Corporate Dashboard

Current
18/6/2020



Previous
19/3/2020



Summary of Dashboard Changes

Dashboard Item	Previous 19/3/20	Current 18/6/20	Status
Funding Model & Long-term Status	●	●	Dashboard item name change.
Business Continuity (COVID-19)	●	●	Name of risk (Business Continuity) added.
System Upgrades ERP	●	●	Data migration and user acceptance testing phase complete.
Quayside Project	●	●	Name changed from Sidewalk Labs/Quayside MIDP, emerging issues related to timing and amount of land sale revenues.
Port Lands Flood Protection Project	●	●	Elevated risk to cost and schedule related to relocation of utilities.

Board of Directors Meeting – June 25, 2020
Item 4 (d) – Human Resources Governance and Stakeholder
Relations (HRGSR) Committee Chair’s Report – Open Session
Sevaun Palvetzian

The HRGSC Committee met on June 11, 2020. All four Committee members were in attendance via Microsoft Teams and quorum was achieved. Steve Diamond also attended the meeting.

I wish to report on the items set out below which were discussed at the June 11, 2020 Committee meeting:

1. Strategic Corporate Communications Report;
2. Governance Review Update;
3. Human Resources Update;
4. Staff Salary Adjustments for 2019/20;
5. Performance ratings and variable compensation for executives for the period April 1, 2019 to March 31, 2020; and
6. Year-end Performance Assessment for the CEO.

1. **Strategic Corporate Communications Report**

A report on communications related to the Quayside project was provided at both the June 10, 2020 IREQ Committee meeting and the June 11, 2020 meeting of the Human Resources, Governance and Stakeholder Relations Committee. The report observed that the period May 6, 2020 and following was a successful news cycle for the Corporation in a very challenging time, due to having to respond on short notice and while working remotely. The media coverage reflected Waterfront Toronto’s efforts to inform and build support among a broad base of government, public and other stakeholders over the past two years. Preliminary strategies and messaging to support our continued progress to create an affordable, inclusive, economically vibrant and climate positive community in Quayside also were presented.

2. **Governance Review Update**

The Committee received an update concerning the review of governance documents and procedures currently being undertaken by the Corporation. A further update will be provided at the next meeting of the Committee.

3. **Human Resources Update**

The Committee received a report containing an overview of the Human Resources (HR) practices at Waterfront Toronto. The report did not raise any area of concern. The full report can be found [here](#).



Board of Directors Meeting – June 25, 2020
Item 4 (d) – Human Resources Governance and Stakeholder
Relations (HRGSR) Committee Chair’s Report – Open Session
Sevaun Palvetzian

4. Staff Salary Adjustments for 2019/20

Due to the current COVID-19 pandemic situation, and the inability of our traditional benchmarking peers to supply current data, the Committee received historical salary comparatives trend data collected for the past five years comparing Waterfront Toronto’s mid-level salary merit adjustment to others.

The CEO presented a report highlighting some of Waterfront Toronto’s accomplishments for this past fiscal year that reflects what an extremely busy and monumental year it was. The combination of day-today work and major projects meant that Staff has had to deliver on their day-today project responsibilities as well as undertake corporate-wide work, resulting in heavy workloads.

The CEO presented the following summary of the 2019/20 Planning for Success (PFS) rating results for all 71 eligible staff below the CEO:

- Exceeds Expectations (EE) Rating – 9 staff = 12.7% of staff
- Achieved Expectations Plus (AEP) Rating – 27 staff = 38% of staff
- Achieved All Expectations (AAE) Rating – 30 staff = 42.3% of staff
- Achieved Some Expectations (ASE) Rating – 1 staff = 1.4% of staff
- Expectations Not Achieved (ENA) Rating – 4 staff = 5.6% of staff

This year’s proposed salary merit adjustments based on the PFS results above total \$69,985, which is 0.79% of the total payroll base for the eligible staff.

These salary merit adjustments are well below the 2.5% that was included in the Board-approved 2020/21 Corporate Human Resources and Payroll budget of \$16.1 million on December 2019.

Items 5 and 6 of this report will be dealt with in item 12 on the Agenda, which is the Closed Session



Board of Directors Meeting – June 25, 2020
Item 4e) – Investment, Real Estate and Quayside Committee
Chair’s Open Session Report
Mazyar Mortazavi

The Investment, Real Estate and Quayside (IREQ) Committee (the “Committee”) met on April 16 and June 10, 2020. This report reflects a summary of the Committee’s discussions at those meetings.

Quorum was achieved at the meetings; other Board members attended the Committee meeting held.

I wish to report on five items below (all of which are for information):

1. COVID-19 Impact Update on Waterfront Toronto Operations

- The report was taken as read. Management provided an overview of the COVID-19 impact on Waterfront Toronto operations as of the April 16, 2020 meeting date.

2. Quayside Project Round Two Public Consultation

- The report was taken as read. Management provided an update with the number of online responses received – 382, as of the meeting date.

3. Waterfront Innovation Centre

- The Committee requested that staff present Waterfront Toronto projects, other than Quayside, on a quarterly basis
- The presentation was taken as read with the following featured in more depth:
 - Creating the Innovation Corridor as a response to the employment strategy in the East Bayfront Business Implementation Plan and WT’s Intelligent Community Initiative
 - An overview of Waterfront Toronto’s projects in East Bayfront
 - Waterfront Toronto’s objectives for the WIC including providing a privately funded, purpose-built facility dedicated to innovation and collaboration, attracting innovative, knowledge-based tenants and financial returns for WT and the City
- The Committee asked questions on the criteria for the uses permitted, whether there was government funding provided, WT’s responsibility for covering any expenses related to operations and transparency of the uses

4. Update on Quayside Matters

- Reflects the status of the Quayside project as at June 18, 2020.

5. Infrastructure Queens Quay East Revitalization

My report on items (4) and (5) are provided under agenda Item 11 (IREQ Committee Chair’s Closed Session Report)

The Finance, Audit & Risk Management (FARM) Committee met virtually on May 28, 2020. Quorum was achieved with all four members attending the meeting via Microsoft Teams.

This report covers the following seven items, three of which are for **approval** and four for **information**:

1. Year End Audited Financial Statements March 31, 2020 (**for approval under Item 4g**)
2. 2019/20 Integrated Annual Report (**for approval under Item 7**)
3. Request for Capital Approval – York Street Park (Love Park) (**for approval under Item 8**)
4. Corporate and Project Reporting Dashboards and Reports
5. Internal Audit Report – Procurement
6. Port Lands Flood Protection (PLFP) Project Independent Capital Monitor Report
7. COVID-19 Impact Update

Note that in addition to these items, agenda Item 10(b) FARM Committee Chair’s Closed Session Report covers several other items for information.

1. Year-End Financial Statements – March 31, 2020 (for approval)

- On May 28, 2020 the Corporation’s financial statements for the year ended March 31, 2020 were reviewed by the FARM Committee with management and the Corporation’s external auditors from BDO Canada LLP (BDO).
- The Corporation’s financial activities for the year ended March 31, 2020 have increased again significantly from last year, largely due to the Port Lands Flood Protection project.
- The external auditors from BDO noted that they would be issuing an unqualified audit opinion and that there were no material matters of concern regarding internal controls.
- The FARM Committee supports Board approval of the audited financial statements.

2. 2019/20 Integrated Annual Report

- The FARM Committee provided feedback to management on the draft 2019/20 Integrated Annual Report subsequent to the Committee meeting.
- Management has incorporated this feedback as appropriate and this item is presented separately under **Item 7** for approval.

3. Request for Capital Approval – York Street Park (Love Park) \$15.04M (for Board approval)

- The Corporation’s Delegations of Authority require Board approval for all capital project expenditures over \$5 million.
- This is reported separately under Item 8 of the March 26, 2020 Board materials.
- The FARM Committee supports this request for capital approval.

4. Corporate & Project Reporting Dashboards and Reports

- Management presented the quarterly macro dashboard on the health of three key areas:
 - 2019/20 Corporate Plan Performance
 - Finance & Administration, and
 - Capital Projects.
- All key areas are green (i.e. no key issues to be aware of), apart from the following:
 - 2019/20 Corporate Plan - Key Deliverables and Capital Investment Plan which are red as some areas of plan were not met by March 31, 2020 and are deferred into 2020/21
 - Two (of five) areas of Finance & Administration - the ERP implementation and Enterprise Risk Management, which are yellow due to the ERP system being in a stabilization period (as planned) and two enterprise risks materializing this quarter, Business Continuity (due to the global pandemic) and Quayside Project (due to the withdrawal of Sidewalk Labs from the project)
 - One area of Capital Projects (the Port Lands Flood Protection project) which is yellow due to an elevated risk. This risk is discussed further in the FARM Committee Chair’s Closed Session Report.
 - The Committee is satisfied that Management is handling these areas effectively
- The macro dashboard is supported by several supplementary reports including the Corporation’s enterprise risk register, audit dashboard, liquidity/cash flow forecast and capital projects dashboards.
- Management presented the Annual Insurance Program review to the Committee, as part of Waterfront Toronto’s Enterprise Risk Management Framework, and is satisfied that the Corporation has appropriate coverages, a summary of which can be found [here](#).
- Management also presented reports on procurement, regulatory compliance, the pending tri-government MOU and an update on the fundraising action plan.

5. Internal Audit Report – Procurement (Port Lands Flood Protection project)

- MNP LLP (MNP) has completed its internal audit of Procurement focused on the Port Lands Flood Protection project (May 2020) in accordance with the internal audit plan.
- In addition to several areas of strength, MNP noted only two low risk findings related to enhancing file maintenance and use of performance metrics.
- Management intends to implement the recommendations over the next 12 months.
- The next internal audit will be on the Corporation’s Performance Measurement Framework, with particular focus on assessing the key performance indicators and targets reported on in the Corporation’s 2019/20 Integrated Annual Report. An update will be provided at the next FARM Committee meeting in September 2020.

6. Port Lands Flood Protection (PLFP) Project Report from the Independent Capital Monitor

- BTY Consulting LLP (BTY) presented their **seventh report** as Independent Capital Monitor for the PLFP project and noted that:
 - Budget remains at \$1.185 billion
 - The remaining contingency (\$78 M) is 9.6% of the total hard cost budget and 4.9% of the total project cost-to-complete. While this is at the low end of the expected range, cost optimizations are underway as part of the 90% design stage gate review. These will be reported on at the next FARM Committee meeting.
 - Schedule remains at March 31, 2024 project completion date
 - No scope changes have been made to the project this quarter

7. COVID-19 Impact Update

- Management provided an update on the impacts of COVID-19 on Waterfront Toronto’s construction projects and finances, specifically:
 - Contractors on WT construction sites continue to apply enhanced Health and Safety procedures mandated by the Ministry of Labour
 - While two contractors have provided formal notice that the COVID-19 pandemic has the potential to impact the schedule and cost of those projects, neither contractor identified any material cost or schedule impacts to date.
 - WT has provided notice of potential delay and cost increases to government stakeholders.
 - Finance and accounting operations, including payments to vendors, continue to be uninterrupted by COVID-19, largely as a result of the new cloud-based ERP system.

<p>Purpose</p>	<p>For approval and information.</p> <p>The purpose of the audited financial statements is to provide information about the results of the operations, financial position and cash flow of the Corporation.</p>
<p>Areas of note/ Key issues</p>	<p>The Corporation’s financial activities for the year ended March 31, 2020 have increased again significantly from last year, largely due to the Port Lands Flood Protection project. Overall, the Corporation:</p> <ul style="list-style-type: none"> • Invested \$222 million (up from \$56 million last year) of which \$217 million was capitalized as Assets Under Development, primarily for the Port Lands Flood Protection (\$159 million), \$4.5 million was expensed, \$0.6 million in prepaid insurance and \$0.4 million is for expenditures under Trust administration. • Recognized revenues of \$270 million (up from \$202 million last year) comprising largely government funding of \$264 million largely for the Port Lands Flood Protection project. Of this, \$40 million remains outstanding from the City of Toronto (\$39 million receivable from the Province of Ontario was received subsequent to year end). <p>Other items of note during the period include two new notes to the financial statements:</p> <ul style="list-style-type: none"> • Note 23 Subsequent Event. Subsequent to the year-end, Sidewalk Labs announced its decision to withdraw from the Corporation’s planned development at Quayside. This event is not expected to have any immediate adverse impact on Corporation’s financial statements. • Note 24 Impact of COVID-19. A new note has been included regarding the Impact of COVID-19 on the Corporation’s financial statements (no material impact). <p>Waterfront Toronto’s external auditor, BDO Canada LLP intends to issue a clean, unqualified audit opinion on the Corporation’s financial statements for the year ended March 31, 2020.</p> <p>There were no material matters of concern reported to the FARM Committee regarding internal controls.</p>
<p>Resolution/ Next Steps</p>	<p>ON MOTION duly made, seconded and carried, it is RESOLVED that the Board of Directors approves the audited financial statements for the year ended March 31, 2020, as presented</p> <p>Final audited March 31, 2020 Financial Statements to be issued to governments and the public by June 30, 2020.</p>

Financial statements of

Toronto Waterfront Revitalization Corporation
(c.o.b. as Waterfront Toronto)

March 31, 2020

Toronto Waterfront Revitalization Corporation

March 31, 2020

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Management’s Responsibility for the Financial Statements

June 25, 2020

The integrity and objectivity of the accompanying financial statements of the Toronto Waterfront Revitalization Corporation (“the Corporation”) is the responsibility of management. These financial statements have been prepared in accordance with Canadian public sector accounting standards established by the Chartered Professional Accountants of Canada (CPA Canada). Significant accounting policies of the Corporation are described in Note 2 to the financial statements.

Management is also responsible for maintaining a system of internal controls designed to provide reasonable assurance that assets are safeguarded, transactions are properly authorized and recorded, and reliable financial information is available on a timely basis for the preparation of the financial statements.

Management meets with the external auditors, the Finance, Audit and Risk Management Committee and the Board of Directors to review the financial statements and discuss any significant financial reporting or internal control matters prior to approval of the financial statements.

The financial statements have been audited by BDO Canada LLP, the independent external auditors appointed by the Board of Directors. The accompanying Independent Auditor’s Report outlines Management’s responsibilities, the auditor’s responsibilities, the scope of its examination and its opinion on the Corporation’s financial statements.

President and CEO

Chief Financial Officer

Independent Auditor's Report

To the Board of Directors of Toronto Waterfront Revitalization Corporation

Opinion

We have audited the financial statements of Toronto Waterfront Revitalization Corporation (the "Corporation"), which comprise the statement of financial position as at March 31, 2020, and the statements of financial activities, remeasurement gains and losses, changes in net assets, and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies and other explanatory information.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Corporation as at March 31, 2020, and the results of its operations, its remeasurement gains and losses, and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Corporation in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Corporation's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Corporation or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Corporation's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Independent Auditor's Report (Continued)

Auditor's Responsibilities for the Audit of the Financial Statements (Continued)

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Corporation's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Corporation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Corporation to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Chartered Professional Accountants, Licensed Public Accountants
Mississauga, Ontario
June 25, 2020

Toronto Waterfront Revitalization Corporation

Statement of financial position

as at March 31, 2020

	March 31, 2020	March 31, 2019
	\$	\$
Assets		
Current assets		
Cash	87,249,424	75,377,644
Short-term investments	-	10,189,542
Receivables (Note 3)	86,795,715	28,523,480
Deposits and prepaid expenses and other assets (Note 4)	4,850,089	5,460,143
	178,895,228	119,550,809
Restricted cash and investments (Note 5)	27,693,933	18,997,365
Assets under development (Note 6)	685,913,187	483,092,645
Capital assets (Note 7)	90,692,130	90,141,657
	983,194,478	711,782,476
Liabilities and net assets		
Current liabilities		
Accounts payable and accrued liabilities (Note 9)	45,084,203	24,927,688
Deferred contributions (Note 10)	176,108,768	101,652,189
Other liabilities and settlements (Note 11)	948,086	805,133
	222,141,057	127,385,010
Other liabilities and settlements (Note 11)	4,560,003	4,499,793
	226,701,060	131,884,803
Net assets (Note 12)	756,493,418	579,897,673
	983,194,478	711,782,476

The accompanying notes are an integral part of the financial statements.

Approved on behalf of the Board:

_____ Director

_____ Director

Toronto Waterfront Revitalization Corporation

Statement of financial activities year ended March 31, 2020

	March 31, 2020	March 31, 2019
	\$	\$
Restricted Revenues:		
City of Toronto	90,523,194	101,615,893
Government of Canada	45,076,297	58,501,904
Province of Ontario	116,440,200	-
Other restricted contributions	14,734,058	10,581,547
	266,773,749	170,699,344
Less: Government contributions for assets under development	(191,126,483)	(122,565,588)
Increase in deferred contributions for continuing operations related to future periods	(74,456,579)	(44,222,908)
	1,190,687	3,910,848
Expenses (Note 13)		
Complete Communities	1,322,103	1,760,549
Strategic Initiatives	1,331,304	4,505,557
Eastern Waterfront Transit	1,122,781	1,093,964
Signature Projects	559,814	-
Public Places	177,011	25,319
	4,513,013	7,385,389
Deficiency of revenue over expenses before other items	(3,322,326)	(3,474,541)
Net other operating income (Note 16)	2,976,715	2,275,881
Land sale proceeds and/or other income (Note 17)	360,150	29,252,829
Excess of revenues over expenses	14,539	28,054,169

The accompanying notes are an integral part of the financial statements.

Toronto Waterfront Revitalization Corporation
Statement of remeasurement gains and losses
year ended March 31, 2020

	March 31, 2020	March 31, 2019
	\$	\$
Accumulated remeasurement gains, beginning of the year	252,025	135,385
Unrealized loss attributable to foreign currency transactions	(22,408)	(222,740)
Unrealized (loss) gain attributable to forward exchange contracts (Note 19)	(260,869)	305,429
Unrealized gain attributable to short term investments	52,602	33,951
Net remeasurement (loss) gain for the year	(230,675)	116,640
Accumulated remeasurement gain, end of the year	21,350	252,025

Statement of changes in net assets
year ended March 31, 2020

	March 31, 2020	March 31, 2019
	\$	\$
Net assets, beginning of the year	579,897,673	429,161,276
Add: Excess of revenues over expenses	14,539	28,054,169
Add: Net remeasurement (loss) gain	(230,675)	116,640
Add: Government contributions for assets under development	191,126,483	122,565,588
Less: Transfer of assets to Government (Note 6)	(14,314,602)	-
Net assets, end of the year	756,493,418	579,897,673

The accompanying notes are an integral part of the financial statements.

Toronto Waterfront Revitalization Corporation
Statement of cash flows
year ended March 31, 2020

	March 31, 2020	March 31, 2019
	\$	\$
Cash flows from operating activities		
Excess of revenues over expenses	14,539	28,054,169
Adjustments to reconcile (deficiency) excess of revenues over expenses to net cash provided by operating activities		
Amortization of capital assets	489,621	259,992
Unrealized loss attributable to foreign currency transactions	(22,408)	(222,740)
Unrealized (loss) gain attributable to forward exchange contracts	(260,869)	305,429
Unrealized gain attributable to short term investments	52,602	33,951
Changes in non-cash working capital balances		
Net increase in deferred contributions	74,456,579	44,222,908
Current assets (Receivables, Deposits and prepaid expenses)	(57,662,181)	(24,325,601)
Current liabilities (Payables, Other liabilities and settlements)	20,359,679	2,612,326
Net cash received from operating activities	37,427,562	50,940,433
Cash flows from capital activities		
Cash received from government contribution for assets under development	191,126,483	122,565,588
Cash used to acquire assets under development	(217,135,144)	(139,081,873)
Cash used to acquire capital assets	(1,040,093)	(1,677,619)
Net cash paid from capital activities	(27,048,756)	(18,193,904)
Cash flows from investing activities		
Invested in restricted cash and investments	(8,696,568)	(6,500,969)
Cash received from short-term investments	10,189,542	6,942,224
Net cash received from investment activities	1,492,974	441,255
Increase in cash	11,871,780	33,187,784
Cash, beginning of the year	75,377,644	42,189,860
Cash, end of the year	87,249,424	75,377,644

The accompanying notes are an integral part of the financial statements.

Toronto Waterfront Revitalization Corporation

Notes to the financial statements

March 31, 2020

1. Description of Corporation

The Toronto Waterfront Revitalization Corporation (the "Corporation" or "TWRC") was initially incorporated on November 1, 2001 under the Ontario Business Corporations Act with the Province of Ontario being its sole shareholder.

Pursuant to the Toronto Waterfront Revitalization Corporation Act, 2002 (the "Act"), the Corporation was continued as a corporation without share capital on May 15, 2003. The Corporation is deemed not to be a Crown Agency within the meaning of the Crown Agency Act.

Under the Act, the Corporation's objects are to:

- (a) implement a plan that enhances the economic, social and cultural value of the land in the designated waterfront area and create an accessible and active waterfront for living, working and recreation and to do so in a fiscally and environmentally responsible manner;
- (b) ensure that ongoing development in the designated waterfront area can continue in a financially self-sustaining manner;
- (c) promote and encourage involvement of the private sector in the development of the designated waterfront area;
- (d) encourage public input into the development of the designated waterfront area; and
- (e) engage in such other activities as may be prescribed by regulation.

2. Significant accounting policies

(a) Basis of presentation

These financial statements have been prepared in accordance Canadian public sector accounting standards for not-for-profit organizations including the 4200 series of standards contained in the Chartered Professional Accountants (CPA) handbook.

(b) Revenue recognition

The Corporation follows the deferral method of accounting for restricted contributions. Under this method, restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Restricted contributions for which the related restrictions remain unfulfilled are accumulated as deferred contributions.

Contributions used for the purchase of amortized capital assets are deferred and amortized into revenue at a rate corresponding with the amortization rate for the related capital assets. Contributions for the purchase of non-amortized capital assets such as land as well as assets under development which will be transferred to government(s) upon completion are recognized as a direct contribution to net assets.

Under the Contribution Agreements, contributions from the Governments can only be applied towards payments of eligible costs in respect of project activities, as defined in the Contribution Agreements. Unrestricted contributions such as other operating items are recognized as revenue in the current period.

In addition to contributions, the Corporation has several other revenue streams, which it accounts for as follows:

(i) Property Operations: Property revenues primarily consist of rental revenues from leasing activities and parking operations. Revenues from parking operations are recognized at the point of service on a cash basis. Property rental income is recognized as it is earned over the course of a tenants lease. Waterfront Toronto has retained substantially all of the risks and benefits of ownership of the properties which it rents out and therefore accounts for leases with its tenants as operating leases. Rental revenue includes recoveries of operating expenses, including property, capital and similar taxes. Operating expense recoveries are recognized in the period that they are chargeable to tenants.

Toronto Waterfront Revitalization Corporation

Notes to the financial statements

March 31, 2020

2. Significant accounting policies (con't)

(ii) **Land Sales:** The gain or loss from the sale of real property owned by TWRC is recognized when title passes to the purchaser (control is transferred) upon closing at which time all or substantially all of the funds are receivable, or have been received, and the conditions of the sale have been completed.

(iii) **Delivery Agreements:** The Corporation has entered into certain agreements to deliver construction management and development services. Under these agreements, TWRC bills eligible costs to clients as they are incurred. Revenue from delivery agreements is recognized at the time of billing, when the costs become measurable and collection is reasonably assured.

(c) Financial instruments

Financial instruments are recorded at cost when acquired, except for contributions that are recorded at fair value. In subsequent periods, investments traded in an active market are reported at fair value, with any unrealized gains and losses reported in the statement of remeasurement gains and losses. All other financial instruments are recorded at cost or amortized cost less impairment, if applicable. Financial assets are tested for impairment when changes in circumstances indicate the asset could be impaired. Transaction costs on the acquisition, sale or issue of financial instruments are expensed for those items remeasured at fair value at each balance sheet date and charged to the financial instrument for those measured at amortized cost. Financial instruments that are measured subsequent to initial recognition at fair value are grouped into Levels 1 to 3 based on the degree to which the fair value is observable:

(i) **Level 1:** Fair value measurements are those derived from quoted prices (unadjusted) in active markets for identical assets or liabilities using the last bid price;

(ii) **Level 2:** Fair value measurements are those derived from inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices); and

(iii) **Level 3:** Fair value measurements are those derived from valuation techniques that include inputs for the asset or liability that are not based on observable market data (unobservable inputs).

Short-term investments consist of guaranteed investment certificates (GICs) and cashable bonds, which matured in December 2019. GICs are classified as Level 1 in the fair value hierarchy whereby their fair value is based on quoted prices in active markets for identical assets. Cashable bonds are classified as level 2 in the fair value hierarchy whereby their fair value is based on inputs other than quoted prices included in level 1 that are observable for the asset either directly or indirectly. There have been no transfers from Level 1, Level 2 or Level 3.

(d) Transfer payments and grants

The Corporation has entered into agreements with third parties who are responsible for managing various projects on Toronto's Waterfront. Expenditures related to these projects are recorded in the statement of financial activities as transfer payments and grants. Under the terms of the agreements, the Corporation does not assume ownership or ongoing operational responsibility during development or upon project completion.

(e) Allocation of general support expenses

The Corporation incurs a number of general support expenses that are common to the administration of the organization and each of its projects. General support expenses are incurred to support the functional areas of construction/implementation, planning, design and approvals, and project management. These expenses are allocated using a "blended rate" i.e. hourly rate incorporating both direct and indirect cost.

(f) Taxes

The Corporation is exempt from income taxes pursuant to paragraph 149(1) (d.3) of the Income Tax Act (Canada) and is eligible to claim a rebate of approximately 86.5% for HST paid on property and services acquired pursuant to section 123(1)(b) of the Excise Tax Act. TWRC is registered with the Canada Revenue Agency as a qualified donee and is eligible to issue official donation receipts and receive gifts from registered charities.

Toronto Waterfront Revitalization Corporation

Notes to the financial statements

March 31, 2020

2. Significant accounting policies (con't)

(g) Assets under development

Assets under development represent those investments in assets which the Corporation has been directed to develop under an executed agreement and the Corporation has actual or beneficial ownership over during the development stage. Land under development under this category represents all costs associated with getting a parcel of land site ready for development, including costs associated with contracting with a developer, rezoning, and soil management and treatment.

Upon substantial completion and warranty period, these assets are either transferred to a respective government who assumes ownership and ongoing operational responsibility, transferred to capital assets for those assets the Corporation continues to have actual or beneficial ownership over, or sold to a third party. The assets transferred to a respective government are considered a related party transaction and the difference between cost and proceeds is recorded directly to net assets. Any gain or loss on assets sold to a third party is recorded through the statement of financial activities.

Assets under development are recognized at cost, are not amortized and include both direct project costs as well as overhead costs directly attributable to the asset under development.

(h) Capital assets

Capital assets are recorded at cost less accumulated amortization. With the exception of land which is not amortized. Capital assets less residual value are amortized on a straight-line basis over their estimated useful lives as follows:

Computer hardware and software	3 -5 years
Leasehold improvements	5 years
Furniture and fixtures	5 years
Office equipment	5 years

The cost incurred to enhance the service potential of a capital asset, including land, is a betterment and capitalized to the asset. Repairs and maintenance costs are charged to expense. When a capital asset no longer contributes to the Corporation's ability to provide services or the value of future economic benefits associated with the capital asset is less than its net book value, the carrying value of the capital asset is reduced to reflect the decline in the asset's value.

(i) Use of estimates

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the period. Actual results could differ from those estimates. The items subject to the most significant estimates are the amortization and impairment of capital assets, accrued liabilities, deferred revenue and accrued benefit liability.

(j) Trusts under administration

Trusts administered by TWRC are not consolidated in the financial statements as they are not controlled by the Corporation.

Toronto Waterfront Revitalization Corporation

Notes to the financial statements

March 31, 2020

3. Receivables

	March 31, 2020	March 31, 2019
	\$	\$
City of Toronto	40,556,151	2,744,082
Province of Ontario	39,299,452	-
HST receivable	4,906,356	1,452,032
Rent and other receivables	2,033,756	3,372,223
Government of Canada	-	20,955,143
	86,795,715	28,523,480

4. Deposits and prepaid expenses

	March 31, 2020	March 31, 2019
	\$	\$
Prepaid expenses	2,668,890	3,278,944
Construction deposits	2,181,199	2,181,199
	4,850,089	5,460,143

The Corporation has provided the City of Toronto (the "City") with certain construction deposits to guarantee satisfactory performance, completion of work, and related obligations required for construction of municipal infrastructure by the Corporation. The construction deposits will be released to Waterfront Toronto at the expiration of certain performance and guarantee periods. The construction deposits paid to the City of \$2,181,199 (2019 - \$2,181,199) are non-interest bearing.

5. Restricted cash and investments

The Corporation has received deposits that are subject to restrictions that prevent its use for operating purposes, as outlined below:

	March 31, 2020	March 31, 2019
	\$	\$
Holdbacks payable (including HST)	15,533,261	7,645,053
East Bayfront public art	5,372,534	3,069,938
Deposit - Broadband services	2,803,370	2,803,370
Deposit - Bayside project agreement	2,236,081	2,189,786
East Bayfront child care facility	1,523,235	1,491,698
Escrow Account - River city development	225,452	222,882
West Don Lands security fund	-	1,574,638
	27,693,933	18,997,365

6. Assets under development

The following table details assets under development by category

	March 31, 2020	March 31, 2019
	\$	\$
Roads, Bridges, Services, Structures	354,420,300	301,598,643
Land under development	73,574,721	55,897,592
Parks and Public Realm	32,740,102	29,728,728
Flood Protection Features	225,178,064	95,867,682
	685,913,187	483,092,645

Toronto Waterfront Revitalization Corporation

Notes to the financial statements

March 31, 2020

The following table details assets under development by Priority Initiatives:

	Complete Communities	The Port Lands	Public Places	Quayside	Total
	\$	\$	\$	\$	\$
Opening balance, April 1, 2019	322,534,971	135,100,718	12,702,115	12,754,841	483,092,645
Capital additions	26,528,137	170,792,716	1,625,632	2,240,046	201,186,532
Direct project management - Note 13	1,076,379	3,341,171	405,179	4,570,306	9,393,035
General and support expenses - Note 13	807,437	2,317,950	297,673	3,132,518	6,555,577
Transfer of completed assets to Governments	(12,385,256)	-	(1,929,346)	-	(14,314,602)
Closing balance, March 31, 2020	338,561,668	311,552,555	13,101,253	22,697,711	685,913,187

During the year, assets (i.e. Queens Quay Jarvis to Parliament, Sherbourne Park Public Art, Underpass Public Art, Eastern Sumach Public Art, Mill Street Public Art, Don River Park) costing \$14,314,602 were formally transferred to the City of Toronto. This transfer has been recorded as a reduction to assets under development and included as a distribution of net assets in the statement of changes in net assets.

7. Capital assets

	March 31, 2020		March 31, 2019	
	Cost	Accumulated Amortization	Cost	Accumulated Amortization
	\$	\$	\$	\$
Land	87,305,565	-	87,305,565	-
Computer hardware and software	3,935,523	1,441,273	3,658,836	1,051,466
Leasehold improvements	1,415,514	719,519	833,294	630,460
Furniture and fixtures	534,047	337,727	344,455	318,567
Office equipment	145,563	145,563	145,563	145,563
	93,336,212	2,644,082	92,287,713	2,146,056
Cost less accumulated amortization		90,692,130		90,141,657

Land is recorded at cost in accordance with the significant accounting policy 2(h). Certain land, known as Quayside, has approximately 2,700,000 square feet zoned for development.

The Corporation owns land containing environmental contamination. The costs associated with the Corporation's environmental remediation, which depends on the ultimate use of the lands, will be recognized in the period when an obligation arises.

The Corporation owns buildings on a number of its properties. As none of the buildings are intended for use other than on a temporary rental basis and all will ultimately be demolished, they have been recorded at a carrying value of \$Nil (2019 - \$Nil).

8. Credit facility

In 2015 the Corporation secured a revolving credit facility which provides for a maximum borrowing amount of \$40 million. The facility bears interest at the Canadian Prime Lending Rate less 0.25%. The Corporation's interest rate was 1.95% at March 31, 2020 (2019 - 3.70%). The facility is secured by a first lien interest over several of the Corporation's real properties in the City of Toronto and a General Security Agreement creating a first priority interest over property of the Corporation not obtained through a contribution agreement, including accounts receivable. At March 31, 2020 the available borrowing limit is \$37 million as a result of a Letter of Credit reissued by Waterfront Toronto during 2019 to the Department of Fisheries and Oceans for the Cherry Street Stormwater and Lakefilling project.

Under the current financing agreement, the Corporation is subject to a financial covenant. The revolving credit facility stipulates that the Corporation must ensure that the most recent appraised value of the properties which secure the facility at all times provide a minimum of 150% coverage for the outstanding amount of credit. As at March 31, 2020, the Corporation is in compliance with this covenant and expects to be in compliance for the next 12 months.

9. Accounts payable and accrued liabilities

	March 31, 2020	March 31, 2019
	\$	\$
Accrued liabilities	26,518,973	17,962,206
Holdbacks payable	15,458,583	6,765,533
Accounts payable	3,106,647	199,949
	45,084,203	24,927,688

Toronto Waterfront Revitalization Corporation

Notes to the financial statements

March 31, 2020

10. Deferred contributions

Deferred contributions represent project specific contributions from Governments which have not been applied to eligible costs at March 31, 2020, as well as contributions received for the acquisition of capital assets which have yet to be amortized.

	March 31, 2020	March 31, 2019
	\$	\$
Expenditures of future periods		
Balance, beginning of year	101,652,189	57,385,232
Additional contributions	75,157,645	47,917,813
Less: amounts recognized as revenue	(701,066)	(3,650,856)
Balance, end of year	176,108,768	101,652,189
Capital contributions		
Balance, beginning of year	-	44,049
Add: contributions for acquisition of capital assets and assets under development	191,616,104	122,781,531
Less: direct contribution to net assets	(191,126,483)	(122,565,588)
Less: amount amortized to revenue	(489,621)	(259,992)
Balance, end of year	176,108,768	101,652,189

11. Other liabilities and settlements

Other liabilities and settlements largely represent security and developer deposits.

	March 31, 2020	March 31, 2019
	\$	\$
Deposit - broadband services	2,303,930	2,303,930
Deposit - Bayside project agreement	2,256,073	2,195,863
Deposits - rent and other	948,086	805,133
Total other liabilities	5,508,089	5,304,926
Less: current portion	(948,086)	(805,133)
	4,560,003	4,499,793

12. Net assets

a) Net assets recorded on the Statement of Financial Position are comprised of the following

	March 31, 2020	March 31, 2019
	\$	\$
Invested in non-amortisable capital assets	87,305,565	87,305,565
Invested in assets under development	685,913,187	483,092,645
Unrestricted (deficit)/surplus (Note 12b)	(16,746,684)	9,247,438
Accumulated re-measurement gain	21,350	252,025
	756,493,418	579,897,673

b) Unrestricted (deficit)/surplus

	March 31, 2020	March 31, 2019
	\$	\$
Unrestricted (deficit)/surplus, opening balance	9,247,438	(2,290,446)
Excess of revenues over expenses	14,539	28,054,169
Investment in assets under development	(26,008,661)	(16,516,285)
Unrestricted (deficit)/surplus, closing balance	(16,746,684)	9,247,438

Toronto Waterfront Revitalization Corporation

Notes to the financial statements

March 31, 2020

13. Expenses by Priority Initiative and Function

	Complete Communities	Strategic Initiatives	Eastern Waterfront Transit	Signature Initiatives	Public Places	Quayside	The Port Lands	Total Mar. 31, 2020
	\$	\$	\$	\$	\$	\$	\$	\$
<i>Direct project costs:</i>								
Project planning and implementation costs	615,762	211,946	640,137	212,729	128,648	-	-	1,809,218
Project management - salaries, fees and benefits	1,533,606	662,761	285,769	205,506	444,786	4,570,306	3,341,171	11,043,905
Less project management - salaries, fees and benefits related to assets under development (Note 6)	(1,076,379)	-	-	-	(405,179)	(4,570,306)	(3,341,171)	(9,393,035)
	1,072,989	874,707	925,906	418,235	168,255	-	-	3,460,088
<i>General expenses:</i>								
Salaries, fees and benefits	517,658	223,710	96,459	69,367	150,134	1,534,780	1,135,681	3,727,791
General and office administration	391,461	169,173	72,944	52,456	113,534	1,160,624	858,819	2,819,012
Communications, marketing and government relations	53,452	23,100	9,960	7,163	15,503	158,477	117,269	384,924
Information technology	93,980	40,614	17,512	12,593	27,257	278,637	206,181	676,775
	1,056,551	456,597	196,875	141,579	306,428	3,132,518	2,317,950	7,608,502
Less general & support costs allocated to assets under development (Note 6)	(807,437)	-	-	-	(297,672)	(3,132,518)	(2,317,950)	(6,555,577)
	1,322,103	1,331,304	1,122,781	559,814	177,011	-	-	4,513,013

General expenses for the year ending March 31, 2020 have been allocated to priority initiative using an overhead burden rate of 0.69 (2019 - 1.16) for every \$1 of direct labour (project management - salaries and benefits). Total salaries, fees and benefits for the Corporation were \$14,771,696 for the year ending March 31, 2020 (2019 - \$13,809,131) comprising direct project management salaries, fees and benefits of \$11,043,905 (2019 - \$8,382,157) and general salaries, fees and benefits of \$3,727,791 (2019 - \$5,426,974).

Toronto Waterfront Revitalization Corporation

Notes to the financial statements

March 31, 2020

13. Expenses by Priority Initiative and Function (Cont.)

	Complete Communities	Strategic Initiatives	Eastern Waterfront Transit	Signature Initiatives	Public Places	Quayside	The Port Lands	Total Mar. 31, 2019
	\$	\$	\$	\$	\$	\$	\$	\$
<i>Direct project costs:</i>								
Transfer payments and grants								
Project planning and implementation costs	1,935,404	154,624	746,344	-	92,375	-	-	2,928,747
Project management - salaries, fees and benefits	1,251,602	1,724,722	161,158	-	242,318	2,855,694	2,146,662	8,382,157
Less Project management - salaries, fees and benefits related to assets under development (Note 6)	(968,880)	-	-	-	(241,131)	(2,855,694)	(2,146,662)	(6,212,367)
	2,218,126	1,879,346	907,502	-	93,562	-	-	5,098,538
<i>General expenses:</i>								
Salaries, fees and benefits	413,710	1,464,165	104,049	-	157,141	2,242,252	1,045,658	5,426,974
General and office administration	229,742	782,322	55,265	-	87,821	1,205,384	555,199	2,915,733
Communications, marketing and government relations	40,752	141,940	10,228	-	15,114	218,381	101,264	527,679
Information technology	67,877	237,784	16,920	-	25,708	364,863	169,584	882,736
	752,081	2,626,211	186,462	-	285,784	4,030,880	1,871,705	9,753,122
Less general & support costs allocated to assets under development (Note 6)	(1,209,658)	-	-	-	(354,027)	(4,030,880)	(1,871,705)	(7,466,271)
	1,760,549	4,505,557	1,093,964	-	25,319	-	-	7,385,389

Toronto Waterfront Revitalization Corporation

Notes to the financial statements

March 31, 2020

14. Commitments

The Corporation has corporate lease commitments of \$3,811,723 until May 31, 2023

15. Risk disclosures

(i) Credit risk:

Credit risk arises from cash, restricted cash and investments held with banks and credit exposure to governments and other debtors, including accounts receivable. The maximum exposure to credit risk is equal to the carrying value (net of allowances) of the financial assets. The objective of managing counterparty credit risk is to prevent losses on financial assets. The Corporation assesses the credit quality of funding partners and debtors, taking into account their financial position, past experience and other factors.

(ii) Liquidity risk:

Liquidity risk is the risk the Corporation will not be able to meet its financial obligations as they fall due. The Corporation's objective in managing liquidity risk is to ensure that it will always have sufficient liquidity to meet its commitments when due, without incurring unacceptable losses or risking damage to the Corporation's reputation. The Corporation manages exposure to liquidity risk by closely monitoring supplier and other liabilities; by focusing on debtor collection; and by requesting government funding in advance.

(iii) Market risk:

Market risk is the risk that changes in market prices, such as interest rates, will affect the fair value of recognized assets and liabilities or future cash flows of the Corporation's operations. The Corporation is exposed to changes in interest rates, which may impact interest revenue on short term investments. At March 31, 2020 had prevailing interest rates raised or lowered by 1% with all other variables held constant excess revenues over expenses would have increased or decreased by \$NIL (2019 - \$81,645).

(iv) Currency risk: The Corporation has cash denominated in U.S. dollars and is exposed to currency risk. Included in the statement of financial position is \$90,248 (2019 - \$1,475,932) of cash and \$1,212,039 (2019 - \$86,817) of payables which has been translated from its U.S. denominated amount.

16. Net other operating income

	March 31, 2020	March 31, 2019
	\$	\$
Rental, parking and other income	3,962,881	4,417,801
Less: operating expenses	(3,325,458)	(3,565,462)
	637,423	852,339
Interest	2,181,490	1,329,354
Other Income	157,802	94,188
Net other operating income	2,976,715	2,275,881

17. Land sale proceeds and other income

During the year ended March 31, 2020, the Corporation received \$245,625 (2019 - \$1,604,100) in revenues from a sub-contractor for delivery of fill to the Cherry Street Lakefilling project site and \$114,525 (2019 - \$27,648,729) as closing payment associated with the sale of land in East Bayfront owned by the City of Toronto.

Toronto Waterfront Revitalization Corporation

Notes to the financial statements

March 31, 2020

18. Trust under administration

In February of 2016, the Corporation became the administrator of the Project Under Gardiner fund (The Bentway). Based on the Memorandum of Understanding dated December 22, 2015, the total cost of the Project Under Gardiner was expected to total \$25,000,000, of which \$23,500,000 will flow to the Corporation from the City of Toronto to be used towards the execution of the project. The current estimated cost of the project is \$26,194,499 due to additional scope pursuant to the delivery agreement between the Corporation and the City of Toronto for the Events Dock and Garisson project and the Bentway Conservancy project agreement. Up until March 31, 2020 the Corporation has received \$25,730,259.

The trust is entitled to any interest earned on the balance of funds. A summary of the trust's financial position, as at March 31, 2020, is as follows:

Financial Position as at March 31, 2020

	March 31, 2020	March 31, 2019
Cash and accounts receivable	\$ 543,949	\$ 935,736
Assets under development	25,638,547	25,189,440
Total assets	26,182,496	26,125,176
Accounts payable and accrued liabilities	303,904	-
Net assets	25,878,592	26,125,176

Revenues and expenditures as of March 31, 2020

	March 31, 2020	March 31, 2019
Revenues	\$	\$
Philanthropic revenue	-	35,000
Restricted revenue	(213,352)	830,096
Total revenues	(213,352)	865,096
Cumulative revenues (from inception of trust)	25,730,259	25,943,611

	March 31, 2020	March 31, 2019
Direct Project Costs	\$	\$
Planning and design	-	206,167
Implementation and construction	449,107	3,433,546
Project management fees	-	135,000
Total expenditures	449,107	3,774,713
Cumulative expenditures (from inception of trust)	25,638,547	25,189,440

19. Forward Exchange Contracts

The Corporation uses forward exchange contracts to reduce its exposure to fluctuations in exchange rates that result from certain transactions in foreign currencies. The Corporation does not enter into forward exchange contracts for trading or speculative purposes. The Corporation recognizes any unrealized gains/losses related to unsettled future transactions in the Statement of Remeasurement Gains and Losses. Any realized gains/losses related to foreign exchange transactions are recorded in the Statement of Financial Activities. The unrealized (loss) gain on forward contracts included in the Statement of Remeasurement Gains and Losses for the year ended March 31, 2020 is \$(260,869) (2019 - \$305,429). As at March 31, 2020, the Corporation has notional swing forward exchange contracts of US\$3,700,000 outstanding with settlements occurring monthly until June, 2020.

Toronto Waterfront Revitalization Corporation

Notes to the financial statements

March 31, 2020

20. Qualified Donee Status

In 2017, TWRC was registered with the Canada Revenue Agency as a qualified donee and is now eligible to issue official donation receipts and receive gifts from registered charities. The status is effective June 24, 2016 and as at March 31, 2020, the Corporation had not received any donation or gifts.

21. Contingent Liabilities

- (a) Under the terms and conditions of the Contribution Agreements, the Corporation provides an indemnity to the City, Province of Ontario and Government of Canada and their respective officers, employees and agents, from and against all claims, losses, damages, costs, expenses, actions and other proceedings related to any injury to or death of a person or damage to or loss of property, infringement of rights or any other loss or damages whatsoever arising directly or indirectly from any willful or negligent act, omission or delay on the part of the Corporation, the Corporation's directors, officers, employees, contractors, agents or Third Party Contractors, in carrying out a project or as a result of the project, except to the extent that the injury, loss or damage has been caused by the City, Province of Ontario and/or Government of Canada or their respective officers, employees or agents.

The Corporation requires all Eligible Recipients to indemnify the Corporation from and against liability on the same basis outlined above.

The Corporation requires most third party contractors to indemnify each level of government and the Corporation, its officers, employees and agents against all claims, liabilities and demands with respect to any injury to persons (including death), damage to, loss or destruction of property or infringement of rights caused by or arising directly from:

- (i) the breach of any term or condition of the contract by the third party contractor or its officers, employees or agents; or
 - (ii) any omission or any willful or negligent act of the third party contractor or its officers, employees or agents in relation to the applicable project.
- (b) Under the Delivery Agreement with each Eligible Recipient respectively, the Corporation provides an indemnity to the Eligible Recipient and its respective officers, employees and agents, from and against any claims with respect to direct loss arising from:
- (i) any breach by the Corporation of the Delivery Agreement or documents or certificates given pursuant to the Agreement, or
 - (ii) any negligent or willful acts or omissions of the Corporation, its officers, directors, employees or agents, in relation to the project.

Management attempts to limit the Corporation's exposure under these indemnifications through the purchase of directors and officers insurance, the allocation of risk to Eligible Recipients and contractors (outlined above) and through enforcing the Corporation's and Eligible Recipients' policies and procedures, as well as intense oversight where appropriate.

- (c) The Corporation has entered into a number of Development Agreements with third party builders with respect to lands located in the West Don Lands and East Bayfront. Under these agreements, the Corporation has provided the builders certain milestone representations based on specific Corporation development obligations. The representations primarily relate to schedule delays. The maximum potential future liability related to these representations is \$7.5 million under one development agreement with one builder and although under the other development agreements the amounts are not determinable, they are limited to the amount up to the respective builder's carrying costs and/or out of pocket expenses incurred on the development. No amount for these representations has been accrued in these financial statements. Management attempts to limit the Corporation's potential exposure under these guarantees through appropriate schedule, cost and scope management practices.

22. Comparatives

Certain comparative amounts have been reclassified to conform with the current year's method of presentation.

23 Subsequent Event

On May 7, 2020, Sidewalk Labs announced its decision to withdraw from the Corporation's planned development at Quayside on Toronto's waterfront. This event is not expected to have any immediate adverse impact on the Corporation's operations.

Toronto Waterfront Revitalization Corporation

Notes to the financial statements

March 31, 2020

24 Impact of COVID-19

On March 11, 2020, the COVID-19 outbreak was declared a pandemic by the World Health Organization. On April 3, 2020 the Ontario Provincial government Emergency Management Act ordered the shut-down of non-essential workplaces. All of Waterfront Toronto's major projects, including the Port Lands Flood Protection project, were determined to be essential workplaces and as such, continued construction activities. On May 1, 2020 the Ontario Provincial government eased the restrictions under the Emergency Management Act and Waterfront Toronto's remaining projects were also determined to be essential workplaces. To date, while there has been some impacts to Waterfront Toronto's projects as a result of increased health and safety requirements and some delays in supply chain, there has been no material impact to assets, expenses and/or liabilities as of the date of these financial statements.

DRAFT



June 25, 2020
Board of Directors
Item 5 – Review of the Mandate of IREQ Committee
Stephen Diamond

Purpose	For Board approval.
Areas of note/ Key issues	<p>The current mandate of the IREQ Committee, as it relates to Quayside, is very specific to the transaction with Sidewalk Labs. As that transaction is now terminated, it is appropriate to revise the mandate to reflect, in a more general manner, the duties and responsibilities of the Committee relating to the Quayside project. Furthermore, in recognition of the overall responsibilities of the Committee, it is proposed to change the name of the Committee back to its former name of the "Investment and Real Estate Committee".</p> <p>The revised form of mandate for consideration by the Board is presented with these materials.</p>
Resolution	ON MOTION duly made, seconded, and carried, be it RESOLVED that the Board of Directors approve the revised mandate of the Committee in the form presented to the meeting.

TORONTO WATERFRONT REVITALIZATION CORPORATION

Investment ~~and~~, Real Estate ~~and Quayside~~ Committee Mandate

The role of the Investment, ~~and~~ Real Estate ~~and Quayside~~ Committee (the “**Committee**”) is to assist the Board of Directors (the “**Board**”) of the Toronto Waterfront Revitalization Corporation (the “**Corporation**”) in fulfilling its oversight responsibilities with respect to development projects, real estate acquisitions and divestitures; major projects, and Quayside Matters (as defined below), all as set out below.

This Mandate of the ~~Investment, Real Estate and Quayside~~ Committee includes the Board Committee Directive, which establishes its authority, composition and procedures.

(a) **Development Projects**

The Committee will:

- (i) Review and evaluate for recommendation to the Board on major development projects undertaken by the Corporation;
- (ii) Recommend to the Board the third parties to be engaged and significant terms and agreements in connection with particular land development projects designated by the Board; and
- (iii) Oversee the implementation and execution of third party development projects approved by the Board.

(b) **Real Estate Acquisitions and Divestitures**

The Committee will:

- (i) Review and evaluate for recommendation to the Board real estate purchases and divestitures proposed by the Corporation’s management relevant to the objectives of the Corporation; and
- (ii) Oversee the implementation and execution of real estate transactions approved by the Board.

(c) **Major Projects**

The Committee will oversee the evaluation and implementation of other significant projects and opportunities as the Board may direct from time to time.

(d) **Quayside Matters**

The Committee will provide strategic review and advice for recommendation to the Board on:

~~(i) — any strategies, plans, transactions or potential transactions or business arrangements directly or indirectly involving or concerning the properties commonly referred to as “Quayside” (the “Quayside Property”) and any other lands or matters, arrangements or transactions related thereto, the arrangement(s) with or relating to the Innovation and Funding Partner (“IFP”) selected by the Corporation under Request for Proposals 2017-13 (“RFP”) as is appropriate and necessary to develop a successful relationship, including government and public relations strategies and any other strategies, contractual agreements (and the Framework Agreement and the role of the IFP thereunder), procurement strategies, privacy protocols, land valuation methodology, data management strategies, joint staffing and funding of work by the Corporation related to the Master Innovation and Development Plan;~~

~~(ii) — any transactions or potential transactions or business arrangements directly or indirectly involving or relating to the IFP concerning the Quayside Property (as referred to in the RFP); and~~

~~— (iii) — any other strategies, plans, transactions or potential transactions directly or indirectly involving or relating to the IFP concerning any other lands or any other matter;~~

which are referred to collectively hereinafter as “Quayside Matters”.

(e) **Governance Framework and Protocols for Quayside Matters**

The Committee will provide strategic review and advice for recommendation to the Board on appropriate governance framework(s) and protocols for oversight of Quayside Matters (the “Governance Framework and Protocols”). Without limitation, the Governance and Framework Protocols will address:

- (i) communication with government and other stakeholders and reporting to and seeking Board approval; and
- (ii) the process to select third parties to be engaged in connection with Quayside Matters.

(f) **Acquisitions and Divestitures: Quayside Property or Quayside Matters**

For greater certainty, the Committee will review and evaluate for recommendation to the Board acquisitions and divestitures relating to the Quayside Property or to Quayside Matters or to any business arrangements proposed by the Corporation’s management as required by the Governance Framework and Protocols.



Board of Directors Meeting – June 25, 2020
Item 6 – Waterfront Toronto Priority Projects – Construction update
David Kusturin

Purpose	For Information
Areas of note/ Key issues	<p>The attached Slides consists of pictures which illustrate the progress made on the Port Lands Flood Protection (PLFP) project as well as other construction projects undertaken by Waterfront Toronto (WT):</p> <ul style="list-style-type: none"> • Cherry Street Stormwater Facility – Construction 75% complete • Bonnycastle Public Realm – Construction substantially complete • Bayside Phase II – Construction substantially complete • Cherry Street Lakefilling – Construction Complete • PLFP: Slurry Walls Completed • PLFP: Cherry Street Bridge Foundations • PLFP: Deep Excavation in River Valley • PLFP: Demolition and Dredging at Future River Mouth • PLFP: On-Site Soil Treatment and South Plug • PLFP: Cherry Street & Cherry Street North Bridge
Next Steps	Management will continue to provide updates on WT Priority Projects at subsequent Board meetings.

Priority Projects: Construction Update



Cherry Street Stormwater Facility



Cherry Street Stormwater Facility



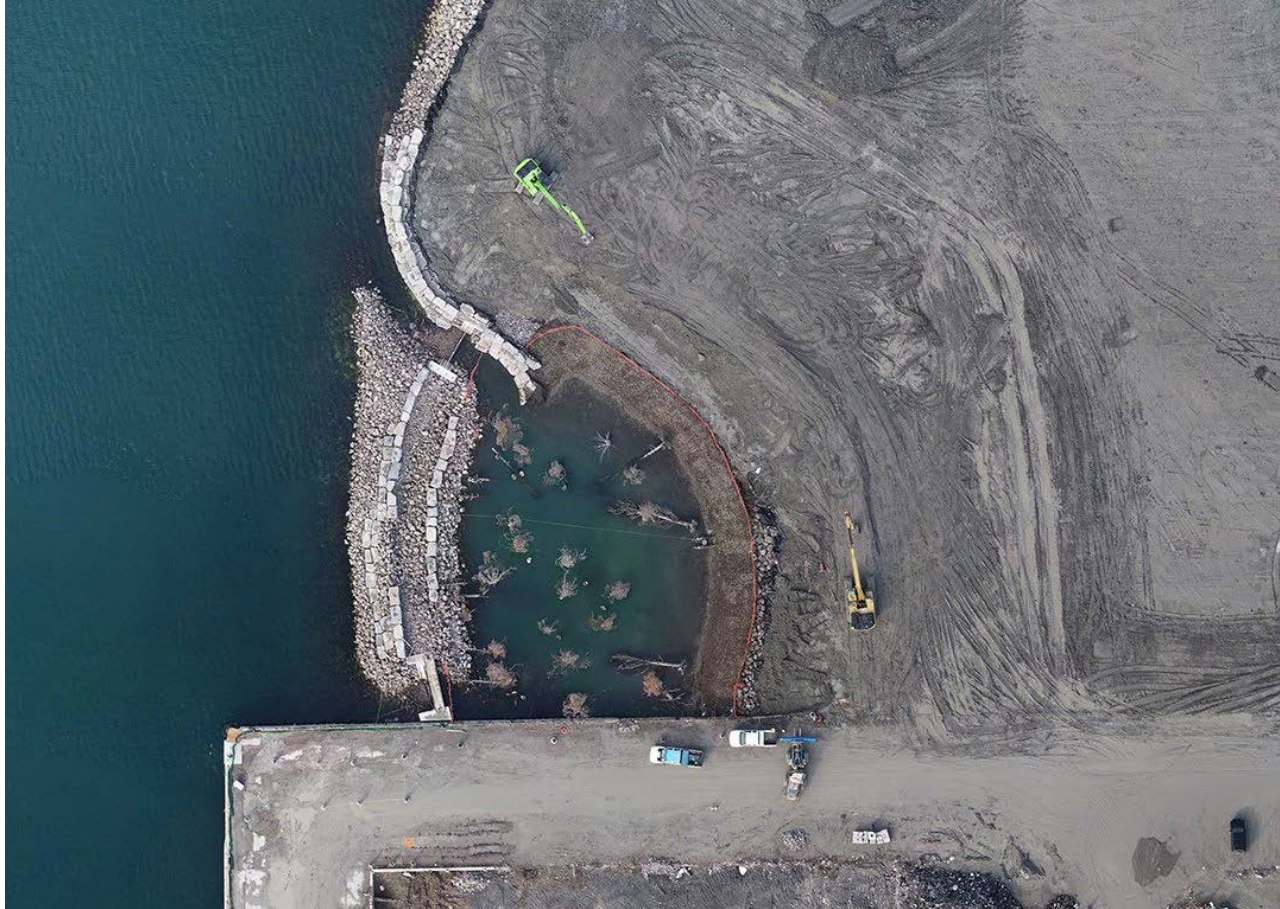
Bonnycastle Public Realm



Bayside Phase II



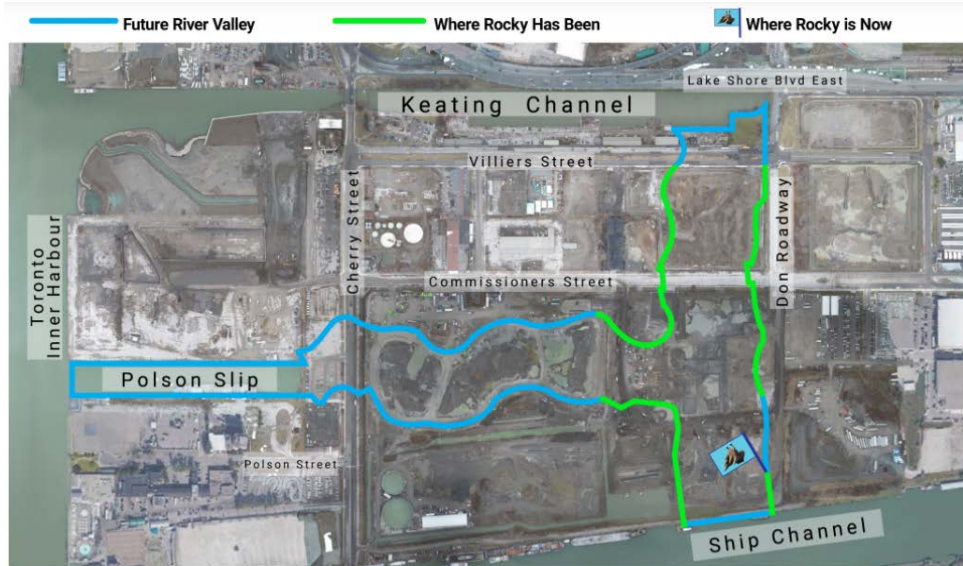
Cherry Street Lakefilling Completed



Cherry Street Lakefilling Completed



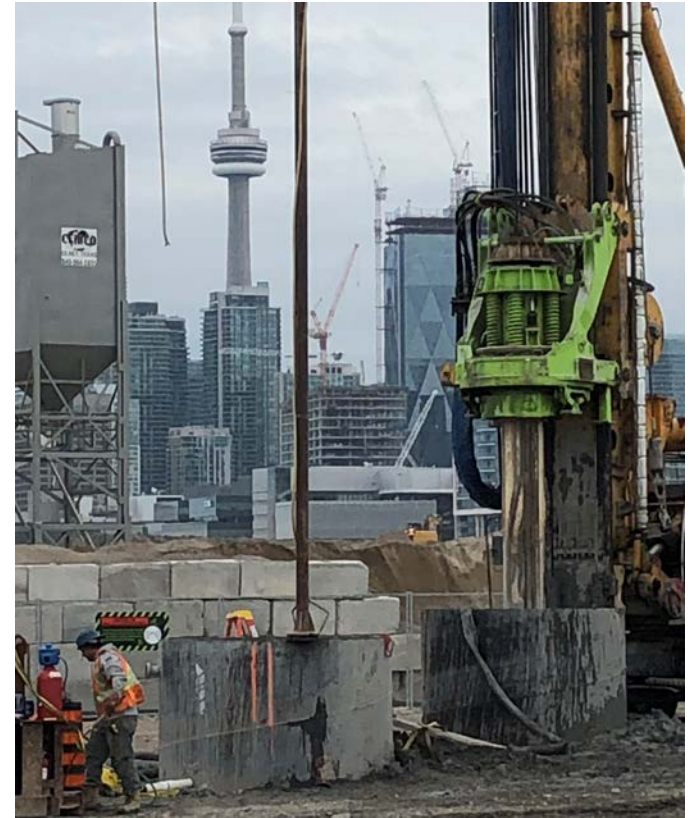
Port Lands Flood Protection: Slurry Walls Completed



May 15, 2020



Port Lands Flood Protection: Cherry Street South Bridge Foundations



Port Lands Flood Protection: Deep Excavation in River Valley



Port Lands Flood Protection: Demolition and Dredging at Future River Mouth



Port Lands Flood Protection: On-Site Soil Treatment and South Plug



Port Lands Flood Protection: Cherry Street & Cherry Street North Bridge



Port Lands Flood Protection: Cherry Street & Cherry Street North Bridge



Purpose	For Board approval.
Areas of note/ Key issues	<p>Fiscal year 2019/20 marks the first year where we have combined our biennial Corporate Social Responsibility and Sustainability report and our Annual Report into one Integrated Annual Report (IAR) (refer page 13 of IAR).</p> <p>This is in line with leading reporting practices around the world where organizations are combining environmental and social impact results with financial results in one integrated report. This also streamlines reporting into two (vs. three) public documents: the Rolling Five Year Strategic Plan (what we plan to do) and the Integrated Annual Report (what results we achieved), and saves costs and eliminates duplication of efforts.</p> <p>The theme of this year’s Integrated Annual Report is building resilience (refer CEO letter, IAR page 9).</p> <p>While the structure of the report retains past sections such as governance, mandate and financials, the project-specific sections have been integrated around three core themes/sections identified as priorities by the Corporation’s stakeholders:</p> <ul style="list-style-type: none"> ○ Innovation and Job Creation (economic) ○ Climate Leadership and Sustainable Design (environment) ○ Green Space and Healthy Communities (social) <p>These themes tie very closely to Waterfront Toronto’s mandate and while the report is backwards looking, are top-of-mind as the Corporation continues to build a resilient, post-COVID-19 waterfront for everyone.</p> <p>In terms of overall performance, we met or exceeded 24/27 (89%) of our mandate driven KPI targets this year (IAR pages 72-73). This is the first year we have measured ourselves against targets, addressing a key recommendation of the Ontario Auditor General.</p> <p>Our 2019/20 financial results (actual-to-budget) are outlined on pages 64-71 of the IAR and a reconciliation to the Audited Financial Statements is included in Appendix 2 (IAR page 83).</p> <p>The attached draft also incorporates feedback from the FARM Committee and from governments.</p>
Resolution/ Next Steps	<p>ON MOTION duly made, seconded and carried, it is RESOLVED that the Board of Directors approve the attached 2019/20 Integrated Annual Report.</p> <p>A communications rollout plan for the 2019/20 Integrated Annual Report is being developed for implementation post Board approval.</p>

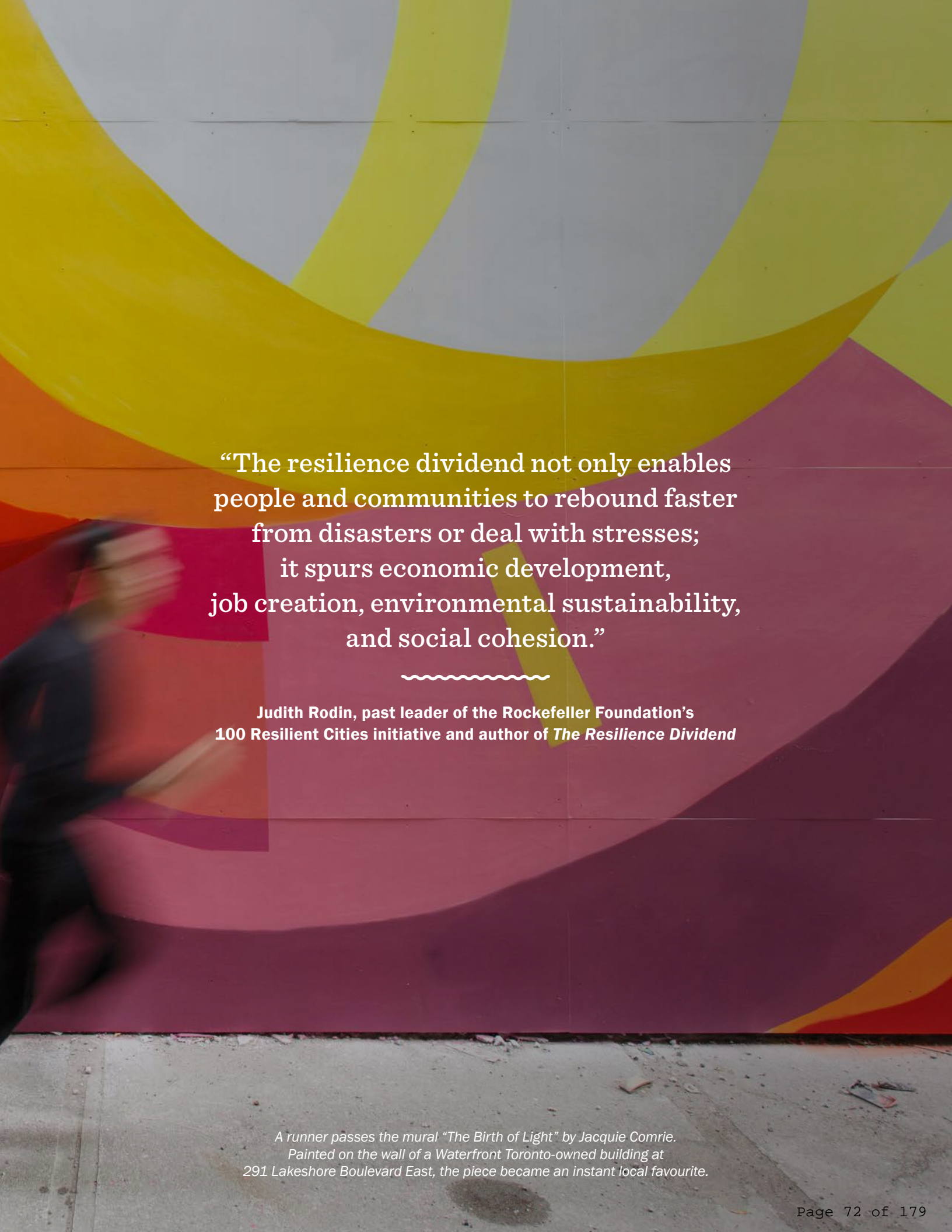


June 25, 2020



Resilient Waterfront, Resilient Toronto
Waterfront Toronto / Integrated Annual Report / 2019-2020





“The resilience dividend not only enables people and communities to rebound faster from disasters or deal with stresses; it spurs economic development, job creation, environmental sustainability, and social cohesion.”

~~~~~

Judith Rodin, past leader of the Rockefeller Foundation’s 100 Resilient Cities initiative and author of *The Resilience Dividend*

A runner passes the mural “The Birth of Light” by Jacquie Comrie. Painted on the wall of a Waterfront Toronto-owned building at 291 Lakeshore Boulevard East, the piece became an instant local favourite.



An aerial photograph of the Toronto skyline, showing a dense cluster of skyscrapers and modern buildings along the waterfront. The CN Tower is prominent on the left. The water of Lake Ontario is visible in the foreground, and the sky is blue with scattered white clouds.

## LAND ACKNOWLEDGEMENT



**Waterfront Toronto acknowledges that the land upon which we are undertaking our revitalization efforts is part of the traditional territory of many nations including the Mississaugas of the Credit, the Anishnabeg, the Chippewa, the Haudenosaunee and the Wendat peoples and is now home to diverse First Nations, Inuit and Métis peoples. We also acknowledge that Toronto is covered by Treaty 13 with the Mississaugas of the Credit.**

**SECTION 1**

**Mandate and governance** 06-23

**SECTION 2**

**Innovation and job creation** 24-37

**SECTION 3**

**Climate leadership  
and sustainable design** 38-49

**SECTION 4**

**Green space and  
healthy communities** 50-63

**SECTION 5**

**Financials and  
performance measurement** 64-75

**SECTION 6**


**Appendices** 76-91



A photograph of a meeting with people sitting around a table. The background is a wood-paneled wall. A woman with long blonde hair and glasses is on the left, looking towards the right. A woman with dark hair is on the right, resting her chin on her hands and looking towards the left. In the foreground, the back of a person's head and shoulders is visible, out of focus. The text 'SECTION 01' is centered above a blue wavy line, and 'Mandate and governance' is centered below it.

SECTION 01

Mandate and governance

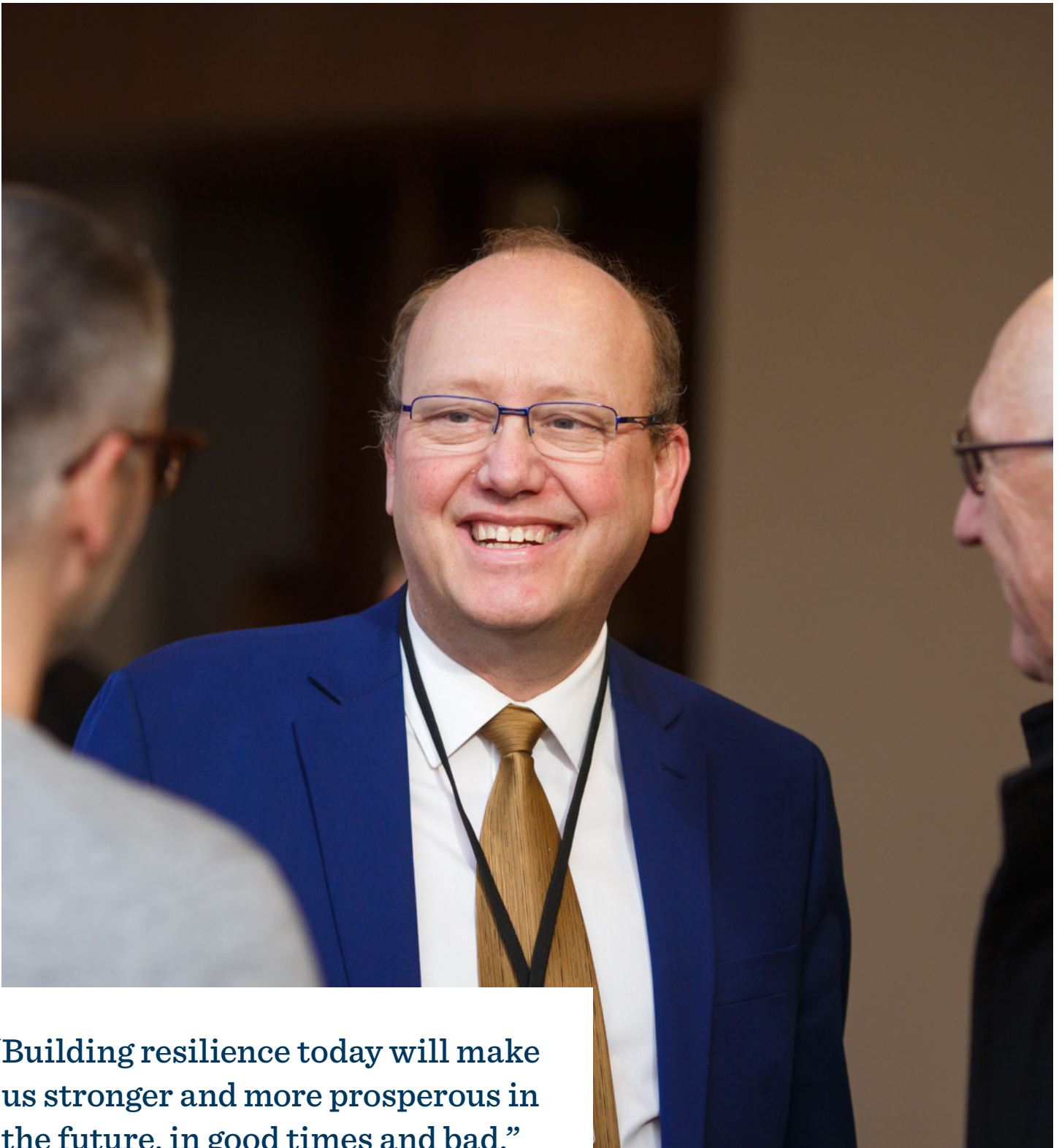


In 2001, the governments of Toronto, Ontario and Canada laid out an ambitious mandate for Waterfront Toronto: to enhance the economic, social and cultural value of waterfront lands, and to create an accessible and active waterfront for living, working and recreation.

They directed Waterfront Toronto to deliver these outcomes with a high degree of fiscal and environmental responsibility; in partnership with the private sector; with active public engagement and participation; and in a way that would ultimately make the continued growth and revitalization of the waterfront self-sustaining.

The pages that follow offer an overview of our work to date, and the substantial progress we've made in transforming the lands by the lake into one vibrant and connected waterfront that belongs to everyone.





**“Building resilience today will make us stronger and more prosperous in the future, in good times and bad.”**

# From George

2020 is a powerful reminder that our decisions in calmer times — the investments we make, the relationships we build — shape our ability to weather a crisis. Among other lessons, the COVID-19 pandemic has underscored that affordable housing supports good health outcomes; that long-term care requires vigilant oversight and investment; and that parks and green spaces have never been so critical to big cities.

It's been heartening to see leaders across Canada responding to the pandemic with a view to the longer term: planning for resilience. Tying economic recovery to climate change mitigation is just one example of how we can confront today's upheaval with tomorrow's challenges in mind.

**Building resilience is at the heart of Waterfront Toronto's mission.** Our largest resilience-building ambition is the Port Lands Flood Protection Project, which will unlock 240 hectares of land for development while making Toronto dramatically more resilient to extreme weather impacts. On track for completion in 2024, the new Port Lands will be home to diverse neighbourhoods with more residential space and affordable housing options, as well as plenty of parks.

**We approach resilience holistically.** Waterfront Toronto was created not only to develop real estate but to turn industrial lands into a magnet for investment and 21st century jobs — a place where the city can thrive economically, socially and culturally. We hold inclusive resilience as a core value, meaning we're committed to making smart investments that deliver many kinds of benefits at once. This means realizing places like Corktown Common, a beloved park that's also a carefully engineered flood-protection berm. Corktown Common makes its community more resilient not only by protecting it physically, but by supporting recreation, social connections and ecological health, as well as economic activity in the surrounding area.

**Resilience is about weathering challenges and flourishing in good times, too.** Many qualities make communities resilient to crisis: from thoughtfully designed buildings and amenities to public transit to housing options for people of all ages and abilities. Waterfront Toronto builds communities with all of these strengths. When I joined the organization as CEO, I was excited to help advance a program of partnerships and award-winning public works. I'm equally dedicated to another essential ingredient of successful revitalization: Waterfront Toronto's commitment to meaningful, authentic public engagement.

Moving forward together, we will deliver what Judith Rodin calls “the resilience dividend” by putting the necessary conditions in place to both weather crises and help all of us thrive in calmer times. Building resilience today will make us stronger and more prosperous in the future, in good times and bad. When the water's edge buzzes with visitors to thriving educational and cultural institutions; when generous parks and streets keep people active; when new transit on the waterfront delivers visitors and residents to new retail destinations; when new neighbourhoods become magnets for job creation and investment, we reap the resilience dividend.

Waterfront Toronto has the capabilities and ambition needed to realize a truly resilient waterfront and we look forward to working with the public to deliver it.

**George Zegarac,**  
*President and CEO, Waterfront Toronto*

# Our mandate



## Who we are

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

## Mandate

Waterfront Toronto was created in 2001 to coordinate public and private investment and improve cooperation among the three levels of government. Then, as now, there was a clear need for a single organization to clear barriers to waterfront revitalization and drive progress on government city-building objectives. The governments of Canada, Ontario and Toronto made an initial joint investment of \$1.5B in Waterfront Toronto, tasking it with leveraging that seed capital to catalyze a dynamic and creative economic landscape on the waterfront. In addition to attracting private investment and high-quality jobs, Waterfront Toronto was directed to promote the social and ecological health of the area, making it a landmark of sustainable, inclusive 21st century urbanism.

Sixteen years later, in 2017, the three levels of government made a further joint investment of \$1.25B in Waterfront Toronto, directing the organization to deliver the transformational Port Lands Flood Protection Project. This more recent investment attests to governments' confidence in Waterfront Toronto's ability to deliver on its mandate, and their commitment to supporting its continued work through 2028.



Throughout this report, we use the symbol to the left to make it clear where the news we're reporting links back to the key performance indicators (KPIs) in our performance measurement system.



Throughout this report, we use the symbol to the left to indicate where the news we're reporting connects to the Sustainable Development Goals (SDGs).

## WORKING LOCALLY

### Measuring progress against our mandate

Waterfront Toronto works on behalf of the public, and our performance measurement system is designed to track our progress against the goals laid out in our legislative mandate. A breakdown of our progress against all our performance measures in this fiscal year — as well as our cumulative outcomes over time — is included on pages 72-73 of this report

## CONTRIBUTING GLOBALLY

### Assessing our contributions to shared goals like climate action

Our work is firmly grounded in Toronto's central waterfront. At the same time, Toronto is part of a network of cities across Canada and around the world that are tackling shared challenges and reaching for common objectives, like building resilience to extreme weather. For example, we participate in the C40 network, a group of cities advancing climate-positive development and sustainable design. Like many leading organizations around the world, we've chosen to track how our work contributes to the Sustainable Development Goals (see page 74 of this report) — and to seek opportunities to enhance these contributions where we can.





*Located at Canada's Sugar Beach, this is one of three accessible splashpads we've added along the waterfront. The water jets are illuminated by LED lights on summer nights.*

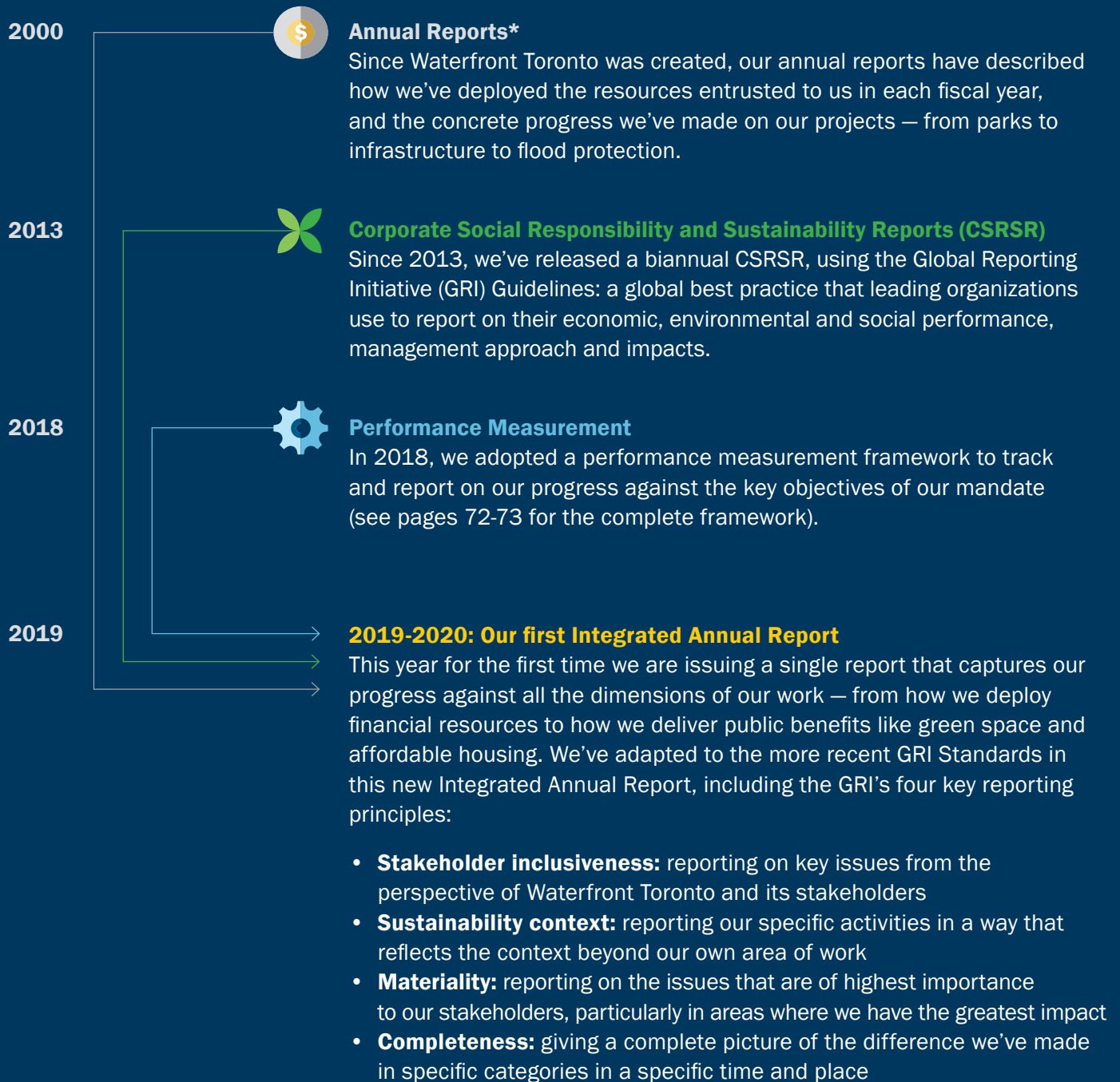




*Members of the public review a scale model of the new Villiers Island. Public consultation events like this are one dimension of Waterfront Toronto's work to meet high standards of transparency and accountability.*

# Reporting for impact

Waterfront Toronto’s approach to public reporting has evolved over time as we’ve kept pace with leading practices worldwide. We’re committed to rigorous public reporting that supports accountability and helps us deepen our impact. We also aim to create clear, approachable reports that educate the public about our work and the difference it makes for Toronto, Ontario and Canada.



\*Our Annual Report reporting period is April 1, 2019 to March 31, 2020

# Our progress to date



In 2019-2020 Waterfront Toronto made progress on a large number of long-range objectives, such as increasing public access to the lake, attracting private investment to the waterfront and increasing the availability of affordable housing. The report that follows uses a range of approaches to share our results. The appendices on pages 76-91 offer detailed tables, while the stories, photos and infographics in the main report bring context and colour to the year’s achievements. The dashboard below presents a high-level summary of our progress to date.

Large dark blue numbers are cumulative. 2019-2020 measurements in light blue.

New residential units  
(576 affordable).  
2019-2020: 630  
(80 affordable)

# 3,500

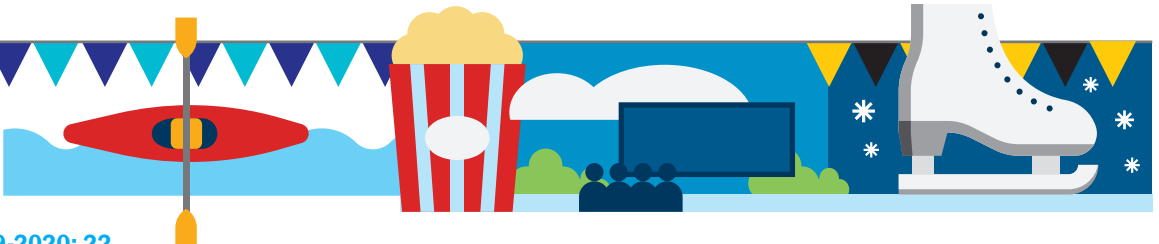


Total estimated private sector  
investment on the waterfront.  
2019-2020: \$3.2B+

# \$13.2B+



# 80



Events on the waterfront. 2019-2020: 22

Permanent public art installations.  
2019-2020: 1

# 9



“LIGHT KEEPER,” the waterfront’s newest piece of public art in Aitken Place Park. Images by Caitlind r.c. Brown.





Our work in the Port Lands (left) won awards from the Canadian Brownfield Network and the Canadian Water Resources Association this year. Waterfront developments Aqualuna (centre) and River City Phase 3 (right) both won multiple architecture awards.

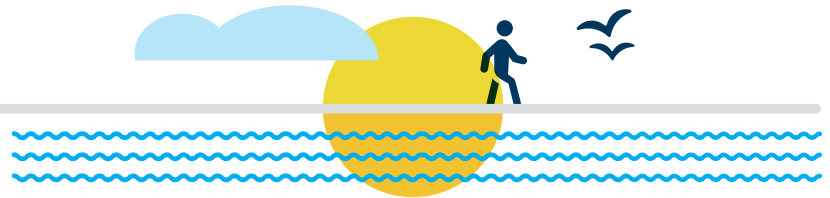
Design awards. 2019-2020: 13

# 104

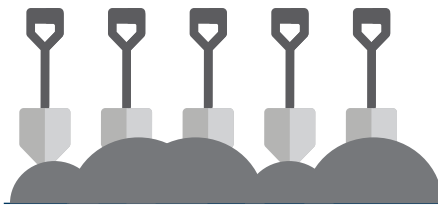


# 26 km

Linear walkable km along the waterfront.  
2019-2020: 0.2km



Temporary art activations.  
2019-2020: 5



# 18,115

Years of full-time employment. 2019-2020: 2,047

# 43 ha

Total area of new parks and public spaces Waterfront Toronto has realized on the waterfront. 2019-2020: 0.3ha





# Board and committees



**Waterfront Toronto’s Board of Directors is composed of 13 Board members, including a Chair. Each of the three levels of government (municipal, provincial, federal) appoints four Directors; the Board Chair is jointly appointed by all three levels. As of June 25, 2020, our Board has one vacancy.**

**Stephen Diamond** (Chair)  
President & CEO,  
DiamondCorp

**Sevaun Palvetzian**  
Chief Communications Officer,  
Rogers Communications Inc.

**Wende Cartwright**  
President, Savira Cultural  
+ Capital Projects

**Patrick Sheils**  
Vice Chair,  
Infrastructure Ontario

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

**Jeanhy Shim**  
President & Founder,  
Housing Lab Toronto

**Michael Galego**  
CEO, Apolo Capital  
Advisory Corp.

**Kevin Sullivan**  
President,  
KMS Capital Ltd.

**Andrew MacLeod**  
President & CEO,  
Postmedia Inc.

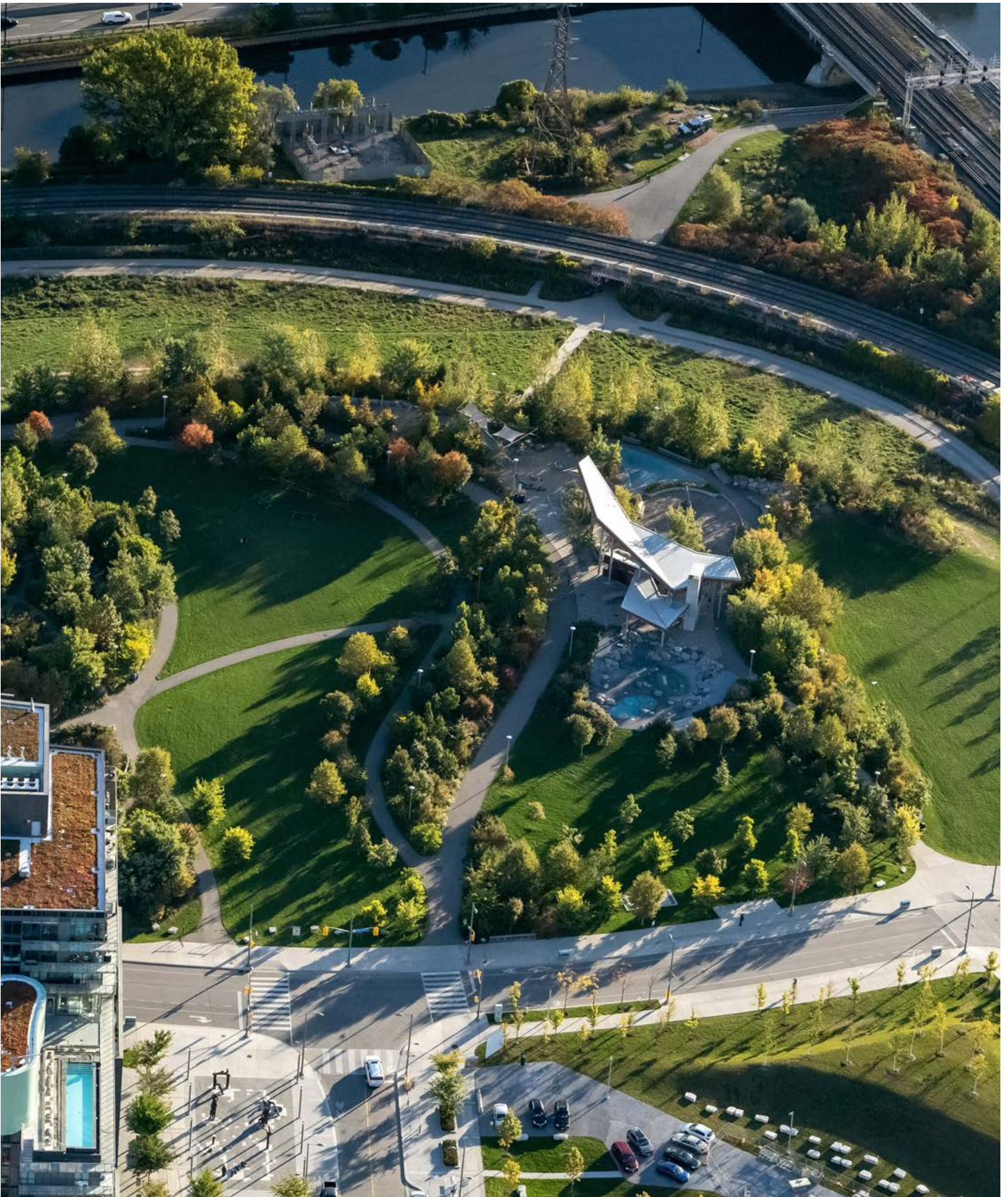
**Christopher Voutsinas**  
President, Capital Value  
& Income Corp.

**Mazyar Mortazavi**  
President & CEO,  
TAS

**Jack Winberg**  
CEO,  
The Rockport Group

|                | <b>Finance, Audit and Risk Management Committee</b>                                             | <b>Human Resources, Governance and Stakeholder Relations Committee</b>     | <b>Investment, Real Estate and Quayside Committee</b>                      |
|----------------|-------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|----------------------------------------------------------------------------|
| <b>Mandate</b> | Financial planning and reporting, audit, enterprise risk management and project risk management | Human resources management, governance oversight and stakeholder relations | Development projects, real estate transactions and Quayside                |
| <b>Chair</b>   | Kevin Sullivan                                                                                  | Sevaun Palvetzian                                                          | Mazyar Mortazavi                                                           |
| <b>Members</b> | Michael Galego<br>Patrick Sheils<br>Jeanhy Shim                                                 | Wende Cartwright<br>Joe Cressy<br>Andrew MacLeod                           | Stephen Diamond<br>Andrew MacLeod<br>Christopher Voutsinas<br>Jack Winberg |





*Corktown Common, an active public park set atop a flood protection berm.*



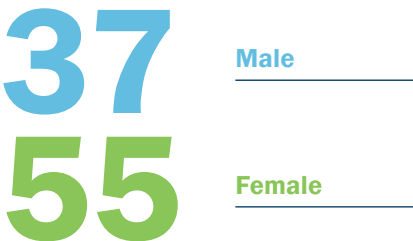
# Governance, accountability and workplace

The work described on this page contributes to:

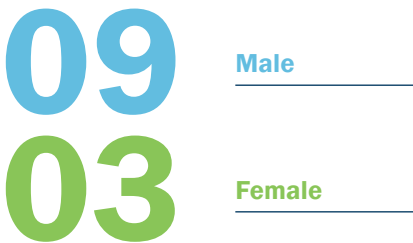


See page 10 for context.

## Gender breakdown of staff (Total 92)



## Gender breakdown of board\* (12 members)



\*Waterfront Toronto's Board is appointed by its government stakeholders.

**Waterfront Toronto strives to meet high standards of transparency, accountability and fiscal responsibility. Our work is shaped by staff teams, board members, expert advisory panels and community members who share our dedication to ensuring that Toronto's waterfront fulfills its extraordinary potential.**

### Our board

Waterfront Toronto's Board of Directors includes leaders from a range of sectors and industries – from real estate, finance, and business to culture and the public service. They are engaged in Waterfront Toronto's work and committed to ensuring that we carry out our mandate with excellence, transparency and accountability to the public. The Board seeks out diverse perspectives to enhance its decision-making. Diversity is one of the criteria considered by our government stakeholders when appointing directors, and the Board broadens its perspective by drawing insight from Waterfront Toronto staff and advisors as appropriate.

### Accountability and oversight

Waterfront Toronto is accountable to the governments of Canada, Ontario and Toronto. In addition to our Board of Directors, a number of other oversight bodies guide our work, including the Intergovernmental Steering Committee, composed of senior officials from the three levels of government, and a tri-government working group, composed of dedicated staff at each of the three governments, who provide operational review and support in the delivery of our mandate.

Over the past year, guided by recommendations from the Ontario Auditor General's December 2018 report, we've worked to finalize a memorandum of understanding (MOU) with our government stakeholders. Complementing the Act through which we were created and our funding agreements, the MOU documents and clarifies our working relationships with the three levels of government, including the framework by which our performance is measured. The new MOU has been approved in principle and formal adoption is expected in 2020.

### Expert advisory bodies

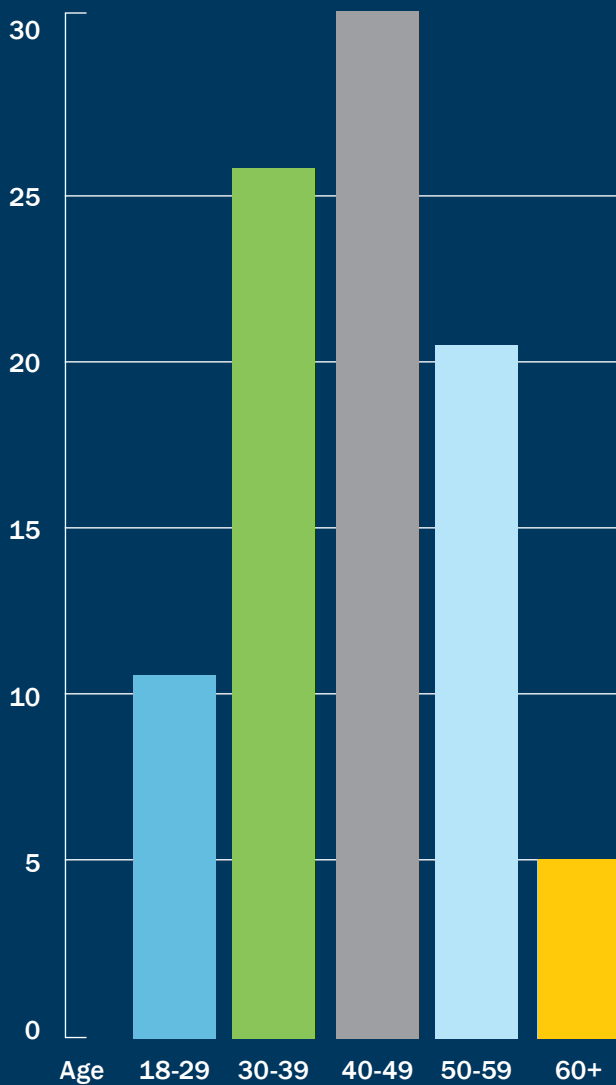
As our project portfolio has evolved, we have formed a small number of specialist advisory groups to guide and inform our work. One of these is long-standing: we created the city's first Design Review Panel in 2005 to promote design excellence in both public and private development projects on the waterfront. Other advisory groups have been established more recently to contribute expert guidance in response to specific initiatives. The Digital Strategy Advisory Panel has supported us in our planning and deliberations with respect to digital innovation, with a recent focus on the proposal for Quayside. Our independent Capital Peer Review Panel supports the effective phasing and execution of the transformational Port Lands Flood Protection Project.

 **Our procurement policy, our code of ethics; and all our awarded contracts; are available on our website.**

# Building a diverse team

Waterfront Toronto is committed to fostering an inclusive workplace and building a staff team that reflects the rich diversity of the public we serve. To better understand the visible and invisible dimensions of diversity within our organization, we're in the process of enhancing our measurement practices to reflect the broader dimensions of diversity. The graphics below reflect our current, formal measures; future reports will contain additional information about the diversity of our evolving team.

Employee age distribution\*



Waterfront Toronto staff: Role, Type and Status\*

| Role               | Male      | Female    | Total     |
|--------------------|-----------|-----------|-----------|
| Executive          | 5         | 7         | 12        |
| Director           | 13        | 7         | 20        |
| Professional Staff | 18        | 34        | 52        |
| Support Staff      | 1         | 7         | 8         |
| <b>Total</b>       | <b>37</b> | <b>55</b> | <b>92</b> |

| Type         | Male      | Female    | Total     |
|--------------|-----------|-----------|-----------|
| Part time    | 1         | 2         | 3         |
| Full time    | 36        | 53        | 89        |
| <b>Total</b> | <b>37</b> | <b>55</b> | <b>92</b> |

| Status       | Male      | Female    | Total     |
|--------------|-----------|-----------|-----------|
| Contract     | 7         | 12        | 19        |
| Permanent    | 30        | 43        | 73        |
| <b>Total</b> | <b>37</b> | <b>55</b> | <b>92</b> |

\*As of March 31, 2020

# Fiscal responsibility

The work described on this page contributes to:



KPI 4

See page 10 for context.

**Waterfront Toronto has a record of managing public funds with care and transparency. We continually refine our processes and systems to ensure that we're able to generate the greatest possible public benefit with the resources entrusted to us. Across all areas of our work — from procurement to project management to public reporting — we strive to meet the highest standards of openness and accountability.**

**Procurement approach and record.** Our procurement policy is designed to be fair, open and transparent. In the last two fiscal years, 99.6% of our contracts by value have been awarded through competitive processes. We're continually refining our procurement practices. In 2019-2020, we formalized our market-sounding process for greater equity and transparency, and inscribed the new approach in our procurement policy. We also began using Bonfire, a cloud-based procurement management system. We issue quarterly procurement reports to our Finance, Audit and Risk Management Committee. Since beginning our work, we've entered into more than 2,400 contracts with close to 1,000 suppliers, most of whom are in Canada.

**Culture of accountability.** Waterfront Toronto encourages our entire team to embrace the public-interest mission of our organization. In support of that objective:

- Our **Wrongdoing Policy** empowers employees and other stakeholders to voice concerns in areas ranging from unethical business conduct to health and safety.
- An independent **Accountability Officer** investigates any reports of wrongdoing.
- Our **Code of Conduct** offers guidance to our team in areas such as conflict of interest, ethical decision-making and the handling of confidential information.
- Our internal **Privacy Framework** governs the collection, use and disclosure of any personal information in our possession — whether it pertains to our staff, vendors or members of the public (e.g., people who attend consultations).
- Our **Memorandum of Understanding with the three governments** outlines guiding principles for our work, including ethical behavior, value for money, fairness, openness and transparency.

**Audits and risk management .** Waterfront Toronto operates in a rigorous audit environment, which includes annual external audits (required by legislation); regular audits and performance reviews by our government stakeholders; and regular internal audits that are outsourced to leading firms. Over the last 18 years, Waterfront Toronto has been the subject of at least 57 audits; we've used their findings to steadily strengthen and enhance our fiscal responsibility and accountability practices. Waterfront Toronto also takes a rigorous approach to risk, both at the project level and the enterprise level. As part of our Enterprise Risk Management framework, we've articulated a formal Risk Appetite Statement that explicitly defines our organization's risk tolerances.





*A meeting of the Waterfront Design Review Panel, which promotes design excellence in waterfront development projects.*

# Public consultation

The work described on this page contributes to:



See page 10 for context.

## Public consultation and communication by the numbers\*

**491**

public and stakeholder meetings

**659**

e-blasts and newsletters issued

**254**

news conferences, special events and community events

**7,976**

subscribers to our newsletter

**23,850**

stakeholders engaged through in-person consultation (since 2008)

**45,094**

social media followers

*\*cumulative since 2006 unless otherwise noted*

Since we began our work, Waterfront Toronto has benefited from the insights and energy of a highly engaged public. Over time, we've earned a reputation for effective communications and meaningful community engagement. Our public consultation strategy, adopted in 2002, is grounded in the conviction that positive, productive relationships with a wide range of stakeholders are essential to pursuing our mandate. These relationships help us balance diverse community concerns and fulfill our responsibilities to the public with accountability and transparency. We go well beyond the consultation that's legally required for public projects, engaging the public early so there's time to truly understand and incorporate their insights to improve the quality and relevance of our projects.

## OUR GUIDING PRINCIPLES FOR PUBLIC CONSULTATION

The meetings and feedback processes we initiate focus on a range of topics – like the design of a new park or community needs in a new neighbourhood. But whatever the topic at hand, our engagement work always seeks to encourage broad participation, increase awareness and understanding of changes by the waterfront, report on the results of our consultations, and encourage positive contributions to designs and plans for waterfront revitalization. We:

**Act with clarity and purpose.** We act with purpose, we communicate our goals accurately and we are honest with stakeholders about their impact on the decision-making process.

**Commit to an ongoing process.** We acknowledge that engagement is an ongoing process of exchange, dissent, consensus-building and learning. We continuously evaluate our approaches, maintain a sustained dialogue with our partners and revisit our assumptions to ensure we are achieving our goals.

**Support diversity and inclusion.** We work hard to eliminate barriers to participation and to ensure representative, diverse and inclusive engagement.

**Cultivate collaboration.** We recognize that city-building is a shared responsibility that requires coordinated efforts. We are committed to sharing knowledge, decision-making and resources.

## SOME OF THE GROUPS AND COMMUNITIES WE CONSULT REGULARLY

- The general public
- Business and industry
- Ratepayer and neighbourhood associations
- Conservation and environmental groups
- Civil society groups
- Indigenous Peoples including the Treaty Holders for the lands: Mississaugas of the Credit First Nation (see page 36)
- Institutions such as colleges, hospitals and universities
- Arts, culture and heritage organizations

# News from the year



## Engaging broadly

---

**62%**

of public meeting attendees in 2019-2020 who shared personal information with us self-identified as living outside the designated waterfront area.

**7**

international delegations have sought tours of the Port Lands Flood Protection Project and/or the wider waterfront revitalization area.

**13**

domestic delegations have done the same.

**This year we've carried out extensive public consultations on our two largest projects: the Port Lands Flood Protection Project and the exploration of a next-generation sustainable community at Quayside.**

### 2019-2020 UPDATE:

#### **This year's Port Lands Flood Protection Project consultations:**

- Continued to focus on education. The project's complexity (see pages 40- 43) means that the public needs information in order to provide meaningful input. This year we created a friendly, information-rich video and have made other informative content available online. We also hosted pop-ups and public meetings across the city.
- Engaged groups we hadn't heard from yet. Port Lands education and consultation work has been underway in various forms for many years. This year, we took stock of who we'd heard from through online surveys and public meetings over the last few years. We identified underrepresented groups, which turned out to be primarily teenagers and older adults living outside the downtown core, and held focus groups to learn about their priorities for parks and public programming in the revitalized Port Lands.

#### **Key elements of this year's Quayside consultation program:**

- The year began with information-sharing. Through online tools and public meetings, we worked to build public awareness of how cities currently gather and use data, and to offer an overview of current discussions on topics such as data privacy, digital justice and digital equity.
- Following Sidewalk Labs' submission of its draft Master Innovation and Development Plan (MIDP) for Quayside, we sought input in two distinct phases. First, we quickly prepared a "Note to Reader" to orient the public to the more than 1,500-page MIDP and support the first round of online and in-person public consultation. This early public input led to some immediate changes to the MIDP, and helped to set the parameters of Waterfront Toronto's subsequent technical evaluation process, which included its own public engagement elements.

Key public priorities raised during the first round of consultation included limiting the area of the development to 12 acres; strong public control and oversight of the application of future innovations; robust data privacy and governance protocols; and ensuring that the economic benefits of the project would be fairly shared.



SECTION 02

Innovation and job creation

Waterfront Toronto was created not only to revitalize the waterfront, but to make it a “gateway to the new Canada”— a place that leads the way on technology and sustainable design, and catalyzes future-proof jobs.

That vision is steadily coming to life. The waterfront has become a place for homegrown innovators to shine — from the local telecom start-up that set a new standard for internet speed in waterfront districts, to the Ontario-based environmental firms deploying novel systems and technologies to manage and remediate more than one million cubic metres of soil in the Port Lands.

This year, investments in revitalization delivered more than 2,000 years of direct full-time employment. And thousands more high-quality, permanent jobs now exist in new neighbourhoods by the lake, as a dynamic and self-sustaining economy on the waterfront continues to take shape.

To help the waterfront’s economic momentum keep growing, we’ve made innovation and job creation one of four areas of strategic focus in our five-year strategic plan. In the years ahead, we’ll continue to leverage public investments to create strong conditions for high-value jobs, making the waterfront a nexus where people and firms seize local and global opportunities.

*An engineer shows visitors to the Waterfront Toronto Science Fair some of the equipment being used to test water and soil in the Port Lands. Two innovative Ontario-based firms are remediating 1 million cubic metres of soil in the area (see page 36).*



# Work on the waterfront



The work described on this page contributes to:



**KPIs 1, 7**



**SDGs 8.2, 8.3**

See page 10 for context.

**Independent economic analysis found that in 2019-2020, investments made by Waterfront Toronto created the equivalent of 2,047 years of full-time employment. Roughly three-quarters of this employment (1,512 years) was connected to the Port Lands Flood Protection Project.**

**Diverse roles.** Many near-term jobs associated with waterfront revitalization are in the construction industry. But our work is complex and involves many roles, including finance, insurance and real estate, as well as the professional, scientific and technical services sector.

**Opportunities beyond Toronto.** In addition to many local employment opportunities, waterfront revitalization is creating opportunity elsewhere in Ontario and Canada. Two innovative Ontario firms are leading the extensive soil remediation work in the Port Lands (see page 36) and the striking new bridges that will soon connect Villiers Island to the mainland are currently being fabricated in Dartmouth, Nova Scotia.

**Jobs for the future.** Revitalization is already bringing long-term economic opportunities to the waterfront. New neighbourhoods by the lake have attracted leading employers, including Corus Entertainment, as well as local institutions such as George Brown College, OCAD University and Artscape. These organizations will soon be joined by MaRS Discovery District, University of Toronto, WPP and the Toronto Region Board of Trade. When fully developed, the East Bayfront neighbourhood alone is expected to be home to 8,000 jobs.

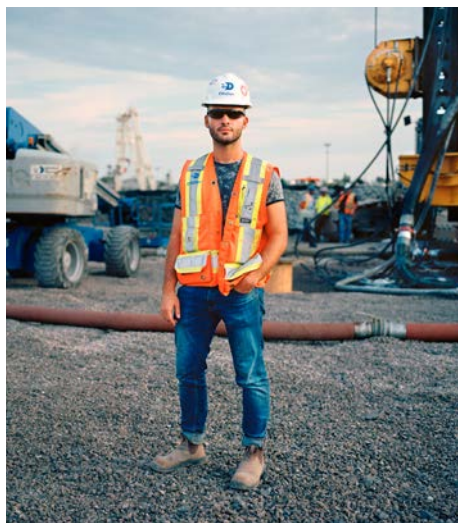
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## Connecting local job-seekers with opportunities

To make job opportunities related to waterfront revitalization accessible to local people who need them, we developed the Waterfront Toronto Employment Initiative (WTEI). We partner with organizations like the YMCA of Greater Toronto that help job-seekers and promote economic inclusion, and we connect them with our development partners and contractors as opportunities arise.

### 2019-2020 UPDATE:

- This year we were pleased to welcome the Toronto Community Benefits Network (TCBN) to the WTEI steering committee. TCBN helps local communities gain access to the training and employment opportunities associated with major infrastructure projects.
- We connected with Hammerheads, a youth training and employment program, and through EllisDon are now exploring opportunities to link participants with construction opportunities.
- Five young people accessed employment opportunities through WTEI this year.



**These portraits** of workers bringing about the revitalization of the Port Lands, part of a larger group of photographs made by Vid Ingelevics and Ryan Walker, were commissioned by Waterfront Toronto. Other photos captured as part of this ongoing documentation are being featured as part of CONTACT Photography Festival (disrupted in 2020 by the COVID-19 pandemic), first online and then as a large-scale installation in the Port Lands, still to be scheduled.



“Jurisdictions around the world are taking a hard look at the resilience of their landscapes and built environments. The Port Lands Flood Protection Project is an example of smart public investment that will protect assets and build prosperity for decades to come.” [Kim Donaldson, VP Ontario, Insurance Bureau of Canada](#)



Larger image: lakefilling work associated with the Port Lands Flood Protection Project. Smaller image: the eventual course of the river when work is complete.

# Unlocking development potential



The work described on this page contributes to:



All KPIs



SDGs 11.2, 11.7

See page 10 for context.

**Until recently, development was prohibited on large portions of the downtown waterfront because they were vulnerable to flooding. Over the past several years, Waterfront Toronto and Infrastructure Ontario's flood protection work has begun to change that. Together, we've already enabled the successful development of the West Don Lands, now a bustling neighbourhood where thousands of people live and work. Another new neighbourhood, East Bayfront, is now coming to life – and much more development is on the way.**

## **The waterfront is already a magnet for investment**

To date, waterfront neighbourhoods have attracted more than \$10 billion in private sector investment. In 2019-2020, private firms invested \$3.2 billion in residences and workplaces in the growing communities along the lake. There are currently eight developments under construction (5 residential, 3 commercial). An additional 24 projects are contemplated for the area: three proposed, 18 under review and three approved to proceed.

## **And the biggest transformation is yet to come**

The Port Lands Flood Protection Project (see pages 40-43) will unlock the development potential of 240 hectares of land by 2024. Representing 290 hectares in all, the Port Lands includes more than a third of the entire waterfront revitalization area.

Considering both direct construction activity at the site and the subsequent realization of the development potential of the area, this project is expected to generate:

**\$1.9B in government revenue**  
**\$5.1B in overall value to the**  
**Canadian economy**



We're proud to be working with a dedicated coalition of partners to achieve this extraordinary transformation. Funding comes from the Government of Canada, the Province of Ontario and the City of Toronto. Our project partner is Toronto and Region Conservation Authority, and our agency partners are CreateTO and Ports Toronto.



# Growing economic impact



The work described on this page contributes to:



**KPIs 1,2,4,6,7**



**SDGs 8.2, 8.3**

See page 10 for context.

**Waterfront Toronto’s mandate directs us to partner with the private sector to make revitalization of the waterfront financially self-sustaining. The slate of private development in the area — 30 projects are either under construction or seeking approvals — combined with the extensive infrastructure and public realm enhancements underway in the Port Lands attest to the momentum of the revitalization process.**

**Leading with landscape.** By making strategic investments in durable infrastructure and public spaces like Canada’s Sugar Beach, Waterfront Toronto lays strong foundations for private development. Our work in areas such as planning, environmental management, flood protection and infrastructure delivery makes the area an increasingly attractive target for investment. The appeal of waterfront lands we’ve remediated and enhanced shows itself in two ways. First, when we bring publicly owned waterfront lands to market (see page 33), private developers show strong interest in competing to participate. Second, our work to flood-protect and connect waterfront neighbourhoods has made developers more inclined to initiate development projects on privately held land. In interviews, real estate developers and leasing professionals involved with waterfront projects reported that Waterfront Toronto’s work had either made significant developments possible or accelerated their initiation. Over the last 19 years, Waterfront Toronto has invested just over \$2 billion, and independent estimates suggest private developers have invested more than \$10 billion.

**Strong returns to governments.** Economic analysis estimates that the tax revenues governments have realized from waterfront development substantially exceed public investments made by Waterfront Toronto on behalf of governments, including revenues from corporate income taxes, personal income taxes and taxes paid on production and products.

**An emerging innovation cluster.** Several leading educational institutions and private firms have already chosen the waterfront as a place to grow. A new landmark in this dynamic employment landscape is scheduled for completion in 2021. The Waterfront Innovation Centre, located next to Corus Quay (picture on p. 64) and George Brown Arbour (a new tall-wood building), is designed to foster innovation and collaboration among its tenant employers. Waterfront Toronto and developer Menkes have agreed that most of the facility’s space will be dedicated to innovative uses that support Toronto’s existing industries such as interactive digital media, advanced visualization, film and TV production and inclusive design. A leader in sustainable design, Menkes is targeting LEED Gold certification for this project. Menkes has stated that it was attracted to the area in part because of Waterfront Toronto’s investments in a vibrant public realm and high-quality infrastructure.

## Direct impact of Waterfront Toronto investment 2019-2020

Economic analysis by an independent third party has found that spending by Waterfront Toronto in the past fiscal year has had the following key impacts. Roughly three-quarters of our total direct impact can be attributed to the Port Lands Flood Protection Project, jointly funded by the governments of Toronto, Ontario and Canada.



**GDP** **\$238.8 million**

**Full-time employment** **2,047 jobs**

**Labour income** **\$175.3 million**

**Tax contribution** **\$82.1 million**



*The Daphne Cockwell Centre for Health Sciences, a facility of George Brown College located in East Bayfront.*

# Maximizing the value of publicly owned lands



The work described on this page contributes to:

 KPIs 1, 2, 3, 4, 5, 6, 7

See page 10 for context.

**The waterfront revitalization area includes publicly and privately owned lands. As we add infrastructure and other enhancements, both public and private parcels gain value. Waterfront Toronto is responsible for bringing some of the publicly owned lands on the waterfront to market. When we sell these parcels through competitive processes, we're able to reinvest the proceeds in further revitalization work.**

**In addition to increasing the economic value of waterfront lands and maximizing returns on public investments, we also increase the social and cultural value of the area. When we sell these lands we also require developers to advance important priorities like protecting public access to the lake, adding affordable housing, showcasing public art, meeting high standards for sustainable design and construction, and delivering design excellence. Over the past decade or so, in bringing lands to market we have worked with more than 10 development, institutional, community and affordable housing partners to deliver:**

- Eight market residential building projects in West Don Lands and East Bayfront. These have added 2,875 units and close to 2.5 million square feet of new housing stock to the waterfront.
- Four affordable housing projects, integrated into larger developments. Totalling 550,000 square feet of affordable housing, these have added 576 affordable housing units to the waterfront, including 80 this past year (see page 55).
- Two new community assets: the YMCA in the West Don Lands (Canary District) and the pavilion in Corktown Common, representing a combined 100,000 square feet of community service space.
- The George Brown College Waterfront Campus, the first educational institution on the waterfront (image on facing page).

Collectively, these Waterfront Toronto-initiated development projects are estimated at almost \$3 billion of private sector investment.



# Next-generation sustainable communities



The work described on this page contributes to:



All KPIs



SDGs 7.a, 8.2., 8.3, 9.C, 13.2

See page 10 for context.

**Waterfront Toronto has a record of innovation when it comes to new neighbourhoods along the lake. We've led the way on green building standards; set the pace on internet connection speeds; introduced the first neighbourhood-wide WiFi zone in Toronto; and are currently working toward one of the world's first climate-positive neighbourhoods in the area that will become Villiers Island.**

**Quayside, a 4.9-hectare plot of land near the foot of Parliament Street, is the site of our most recent explorations of what an innovative waterfront community can be. From November 2017 to May 2020, we undertook these explorations in partnership with the urban innovation firm Sidewalk Labs.**

## 2019-2020 UPDATE:

- Following a period of research, planning and consultation, Sidewalk Labs submitted its draft Master Innovation and Development Plan (MIDP) in June 2019. Waterfront Toronto worked to enable an effective public review of this more than 1,500-page document. Assisted by local and international subject matter experts, our team distilled the MIDP into 160 solutions and evaluated those solutions for their effectiveness in addressing pressing urban challenges.
- Waterfront Toronto carried out extensive public consultation related to the Quayside project (see page 23). The complexity of the proposed development approach meant that in order to meaningfully engage the public, consultations needed to be carefully designed and phased – with information and education components as well as adequate time for document review. Indeed, some of our planned deliverables for the year were deferred (see detailed Key Deliverables Scorecard on page 78-82) in part to allow the public more time to consider and discuss the proposal.

## Next Steps for Quayside

In May 2020, Sidewalk Labs announced its withdrawal from the Quayside project. Waterfront Toronto is currently considering how some of the promising city-building ideas we contemplated through this collaboration may still be realized. Our work with Sidewalk Labs yielded many positive results, including new planning assets, technical materials and plenty of useful insights. A tremendous opportunity still exists at Quayside, and we remain committed to the careful and collaborative development of an innovative community there – one that finds new ways to address urban challenges like housing affordability, active mobility and climate change.



More than 2,000 people participated in Quayside public consultations this year.

# Partnership for shared prosperity



The work described on this page contributes to:



KPIs 1, 2, 5, 7, 8



SDGs 8.2, 8.3, 9.C

See page 10 for context.

**Waterfront Toronto builds strong working relationships with businesses and organizations that are invested in the waterfront and ready to make meaningful contributions to the long-term success of the area. Wherever possible, we aim to build partnerships and business relationships that achieve multiple benefits at the same time – for example, by bringing leading-edge infrastructure to waterfront neighbourhoods while supporting innovative businesses in Toronto, Ontario and Canada.**

## 2019-2020 UPDATE:

**Formalizing our ongoing collaboration with the Mississaugas of The Credit First Nation.** For many years we have engaged Indigenous communities with ties to the waterfront, and most extensively the Treaty Holders, the Mississaugas of the Credit First Nation (MCFN). Among other forms of collaboration, we have worked together to monitor fish communities and the health of the lake during construction activity, and to monitor excavation activity for possible archaeological discoveries. In February 2020 the MCFN and Waterfront Toronto signed a memorandum of understanding that will help to structure the First Nation's ongoing involvement in waterfront revitalization, including exploring mutual economic development opportunities, while enhancing their community's long-standing presence in the area. As part of the memorandum of understanding, we initiated a formal working group composed of senior representatives of MCFN and Waterfront Toronto, to serve as a forum for ongoing discussion and engagement related to waterfront revitalization. To support this important collaborative relationship and our work in general, Waterfront Toronto staff and members of the Board and advisory panels will receive Indigenous cultural sensitivity training. Guided by MCFN, Waterfront Toronto has also committed to ensuring the participation of an Indigenous member on the Design Review Panel.

**Engaging innovative Ontario firms on a massive bioremediation project.** The Port Lands Flood Protection Project involves the management and remediation of more than one million cubic metres of soil contaminated by past industrial uses of the area. In support of this critical component of the project, Waterfront Toronto undertook pilot testing of six proposed soil remediation solutions in 2018. Our general contractor on the project later issued a Request for Proposal (RFP) that invited bidders to propose a soil management solution appropriate to the site and scale of our work in the Port Lands. Quantum Murray, the successful proponent, brought on board two Ontario-based firms whose methods proved especially effective during the pilot testing phase. Savron, with offices in Guelph and Toronto and close ties to Western University, was engaged to apply an intensive remediation solution to a smaller volume of more heavily contaminated soil. Vertex, based in Cambridge, Ontario, was engaged to process a larger volume of soil with lower concentrations of contaminants. All soil remediation work is being performed on-site in the Port Lands.



**Continuing to seek partners who push the boundaries in urban infrastructure.** When Waterfront Toronto first set out to procure a telecommunications provider for new waterfront neighbourhoods in 2008, our RFP included specifications that far exceeded the North American average for speed. The supplier we chose, Beanfield Metroconnect, not only rose to the challenge and raised the bar for connectivity in Canada but has become a dynamic Toronto business, employing local residents and serving more than 700 residential and commercial buildings, including many on the waterfront. This year, 880 new waterfront residents of Monde and the Artscape lofts in East Bayfront were connected to Beanfield’s service. Today, we continue to seek suppliers and partners who share our commitment to realizing a waterfront where innovation and economic dynamism fuel one another. Our now-concluded exploratory work with Sidewalk Labs was a recent example of this long-standing practice; although we won’t move forward as development partners, the work yielded learnings, intellectual property, planning documents, and other assets that we can carry into our next stage of work at Quayside as appropriate.



*Background: the tower of Moshe Safdie-designed Monde by Great Gulf.  
Foreground: Aqualina by Hines/Tridel.  
Left: Sherbourne Common, one of 25 parks we’ve added to the waterfront since 2001.*






SECTION 03

Climate leadership and  
sustainable design



No other city in North America has an opportunity like Toronto's waterfront: a large area available for innovative development, in a prime location right next to downtown. This place can help to define Toronto's future in the face of climate change, giving rise to carbon-neutral communities informed by leading insights on sustainability and resilience.



Waterfront Toronto is dedicated to making the most of this unique opportunity for local climate action. Every choice we make for the public realm — and every agreement we enter into with development partners — is carefully designed to minimize climate impacts, increase resilience and realize outstanding environmental performance.

We're guided in this work by a detailed Resilience and Innovation Framework, adopted in 2017. This framework expresses our commitment to creating climate positive neighbourhoods that combine rigorous sustainability standards with leading-edge materials and approaches, including biophilic design strategies that let nature lead the way.

# A transformative resilience project



The work described on this page contributes to:

**KPIs 2, 3, 5**

See page 10 for context.

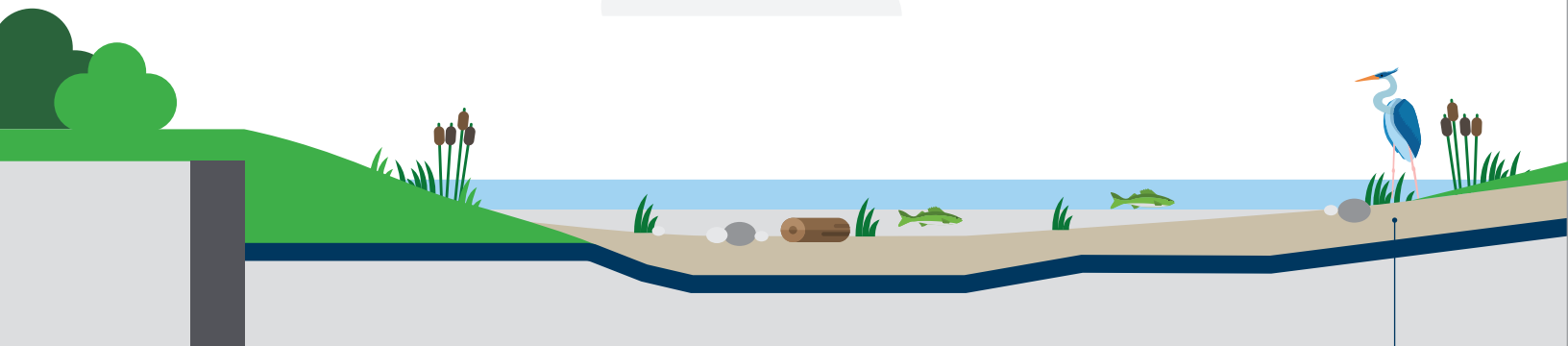
**The Port Lands Flood Protection Project is a game changer: one of the largest infrastructure projects ever undertaken in Canada. It will flood-protect 240 hectares of prime land by reshaping the Don River and creating more than a dozen hectares of vital riverine and wetland habitats. Together, these changes will dramatically increase Toronto's resilience to extreme weather.**

**Led by nature.** Applying ecological principles to this engineering initiative, we're creating a massive piece of living infrastructure that includes carefully designed aquatic, wetland and terrestrial habitats. These will work together to protect the city while supporting healthy ecosystems.

**Restored to health.** The area was once one of lake Ontario's largest coastal wetlands. But past activities, including lakefilling and the construction of the Keating Channel, have led to a need for annual dredging of sediment and created an extensive area of lands vulnerable to flooding. Our work will realign the river, establishing a more natural course and bringing vegetation and wildlife back to the area.

**Designed for people.** We've designed the transformation of the Port Lands with people in mind. Informed by extensive community consultation and leading practices in landscape architecture, we're creating 25 hectares of new parks and public places where people can connect with nature and with each other.

## Restoring the Don River's natural flood-protection capacity



### Stabilizing perimeter walls

After digging down to bedrock along the perimeter of the river valley, we're installing a series of concrete cut-off walls that let us safely excavate and dewater the areas we're working on. They'll remain in place permanently, adding structural stability to the riverbanks.

### Adaptive landscapes

We're adding more than a dozen hectares of wetland around the mouth of the Don River. Marshlands at various levels of elevation will provide wildlife habitat and recreation space in dry conditions, and accommodate large water volumes in wet months and during extreme weather.



**This project is currently on budget and on schedule for completion in 2024.**

**2019-2020 UPDATE:**

**Cherry Street Lakefilling.** We completed the lakefilling work required to form the northwest corner of Villiers Island.

**Roads and Services.** Construction of Cherry Street, Commissioners Street and the new Don Roadway are ongoing. We're applying low-impact design principles, prioritizing green infrastructure like bioretention planters and green medians, and selecting plantings that will provide food and shelter for wildlife.

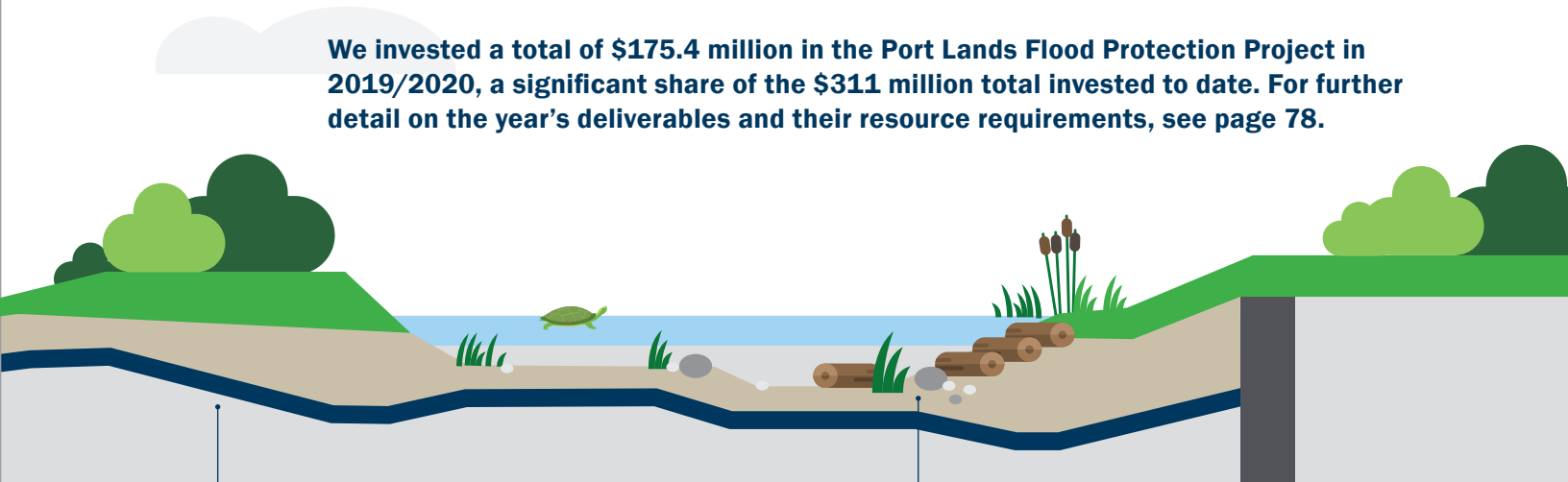
**Bridges and Structures.** The design of the three bridges that will connect Villiers Island to the mainland is complete. The foundations for the Cherry Street North bridge have been installed, and the superstructures for all three bridges are now under construction in Dartmouth, Nova Scotia.

**Flood Protection Features and Earthworks.** Work continued on the cut-off walls and the excavation of the new river valley. To date, we've installed almost 1,300 of the piles (87%) and over 100m of the slurry wall (12%) that form the cut-off walls. We've also finalized the design and procured the sub-contractor who will install the environmental barrier system that will protect the health of the Don River and Lake Ontario. (See illustration below.)

Land clearing and shallow excavation, required as preliminary steps to extending the river channel through the area that will become Villiers Island, are on schedule. This work is complete across almost the entire project area.

**Parks and Public Realm.** Work continued on the river valley finishes and park designs. We reached the 60% design milestone for Promontory Park South Earthworks and Canoe Cove Earthworks, Landscape and Finishes in May.

**We invested a total of \$175.4 million in the Port Lands Flood Protection Project in 2019/2020, a significant share of the \$311 million total invested to date. For further detail on the year's deliverables and their resource requirements, see page 78.**



**A barrier to protect the river**

The river valley is being lined with a carefully engineered environmental barrier system, which includes material like sand and clay, to support drainage and protect the Don from any contaminants that may remain in the soil from past industrial uses.

**Foundations for a thriving ecosystem**

The riverbanks will be reinforced with natural elements like logs, rootwads and boulders. These will help prevent erosion while supporting plant growth and providing habitat for fish, turtles, birds and other wildlife.



# An ambitious project, responsibly delivered



The work described on this page contributes to:



See page 10 for context.

**The Port Lands Flood Protection Project will enhance the resilience and the ecological health of the waterfront, all while dramatically improving the public realm. But a project on this scale inevitably involves short-term disruptions to both land and water.**

**Waterfront Toronto is carrying out our excavation, earthmoving, lakefilling and construction work responsibly: proceeding in carefully planned stages, minimizing waste and monitoring our impacts. We're committed to showing respect for the area's past and present, even as we work to realize its future.**

**Reuse of materials.** Wherever possible, we reuse construction materials. We've reduced waste and carbon emissions by reusing materials from past construction projects and demolition works, including concrete, granite, woody materials and structural beams.

**Soil management.** To build up Villiers Island and reshape the banks of the Don, we need large quantities of soil. By using material excavated from downtown Toronto building sites, we've avoided the greenhouse gas emissions that would have come from trucking soil in from outside the city.

**Soil remediation.** Some of the soil in the Port Lands contains contaminants from past industrial activity. After piloting six soil remediation approaches, we're now working with Ontario-based environmental firms to carry out on-site soil management and remediation solutions at scale, cleaning contaminated soil we remove during excavation of the river valley and other areas.

*For more on our relationship and collaboration with the Mississaugas of the Credit First Nation, see page 36*

**Environmental monitoring.** Throughout the project, we've been attentive to existing ecosystems and worked to mitigate our effects on them. We've conducted wildlife surveys (focusing on bats and fish), and designed our lakefilling operations to prevent harm to aquatic life. Much of this species-protection and monitoring work has been done in partnership with the Mississaugas of the Credit First Nation.

**Archaeological monitoring.** We've worked closely with Toronto and Region Conservation Authority and the Mississaugas of the Credit First Nation to note and protect any artifacts revealed by our excavation work.



**It's a Game Changer.** Learn more: [PortLandsTO.ca](https://PortLandsTO.ca)  
Watch video: **Port Lands 2024**



## We're removing and cleaning more than 1 million cubic metres of contaminated soil from the Port Lands

**5,000 trees**  
**2M plants**  
**77k shrubs**



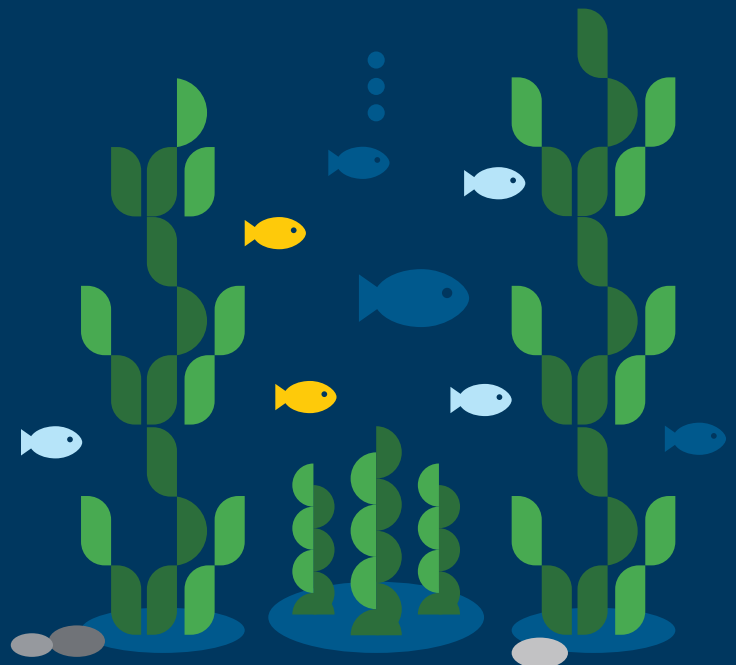
Our work in the Port Lands is adding abundant vegetation, including shallow-water sedges, grasses and rushes as well as plants and trees that will live on riverbanks and in upland parks.

**2 new fish coves**

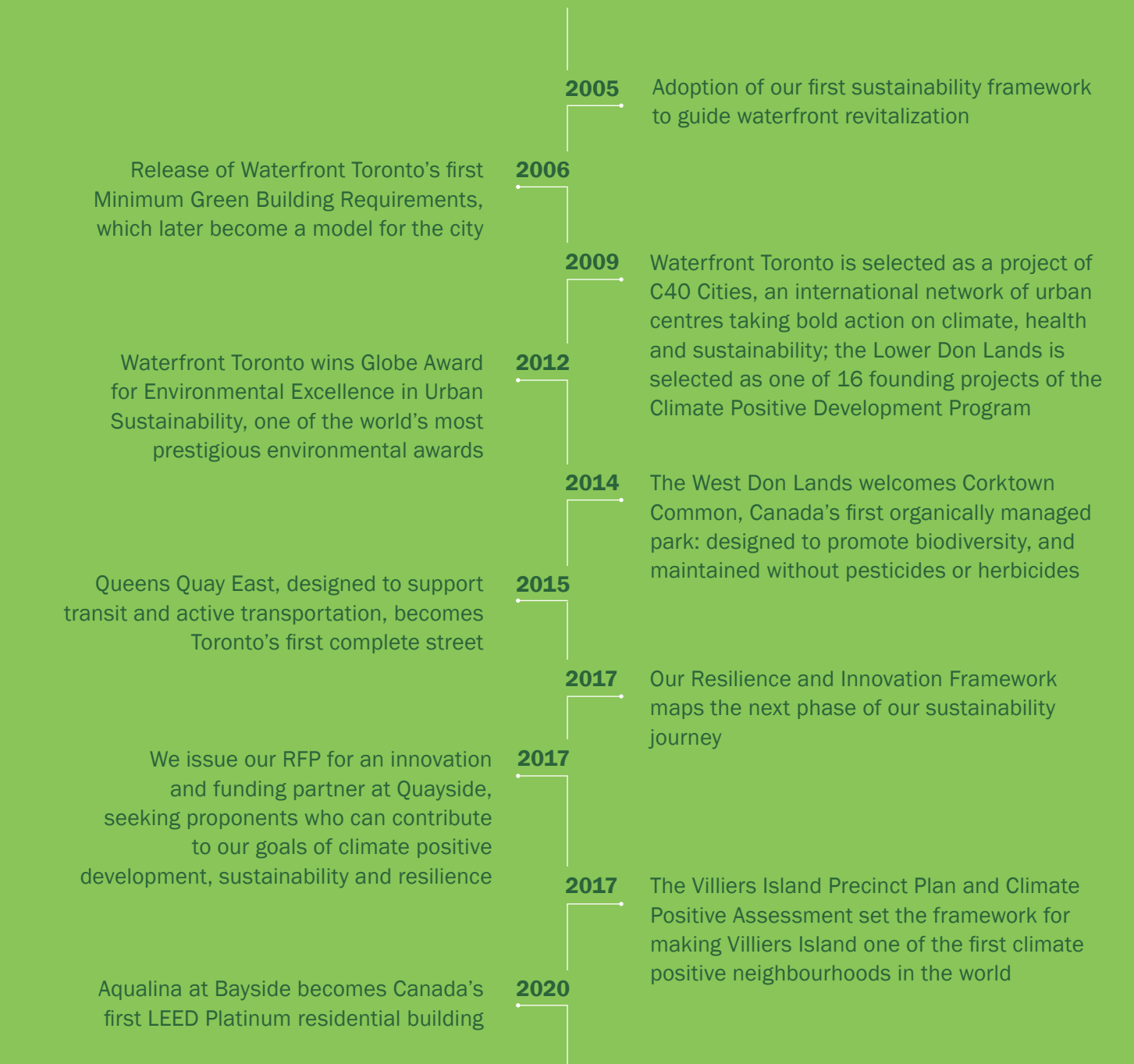
This project will add two new fish coves to the Inner Harbour as well as shallow rock shoal shelters, to improve aquatic habitat and fish diversity. Our habitat work elsewhere on the waterfront more than tripled the number of fish species observed there (from 5 to 17 between 2001 and 2009).

**1 M litres of storm water**

Low-impact development strategies on Port Lands streets, such as Cherry Street, Commissioners Street and the Don Roadway, may capture more than 1 million litres of storm water in a month; the runoff would otherwise go into the lake.



### A history of sustainability milestones



# Shaping the future of green urbanism

The work described on this page contributes to:



**KPIs 1, 3, 5**



**SDGs 7.a, 7.3, 11.7, 13.2**

See page 10 for context.

**Responsible planning, design and building practices are important everywhere. But on Toronto’s waterfront they have the power to be transformational. In this unique landscape, unlocked for development at a time when the impacts of climate change are increasingly well understood, we have the opportunity to exercise global leadership on resilience and climate-positive urbanism.**

Waterfront Toronto has already made significant contributions to the global movement for green urbanism – and our plans for the years ahead include some of the most exciting sustainability projects underway anywhere.

Our current guiding document on sustainability, a complement to our strategic plan, is our Resilience and Innovation Framework. Launched in 2017, the Framework articulates the values and practices we bring to the revitalization process, describes the future we’re working to realize, and is accompanied by a clear, concrete action plan.

## How are we using the Resilience and Innovation Framework?

- It’s guiding our work on the Port Lands Flood Protection Project, where we’re applying concepts like biophilic design and inclusive resilience to reshape the waterfront.
- It’s informing the planning of Villiers Island, which includes a wide range of passive design strategies, technologies and approaches that stand to make it one of the world’s first climate-positive communities.
- It has inspired our vision for Quayside, which remains a site of enormous opportunity for innovative revitalization.
- It shares our thinking and ambitions with our partners – both our local development partners and our colleagues in cities around the world – as we continue to contribute to a global network of city-builders working to decarbonize the atmosphere while improving urban life for people.

*We developed our Resilience and Innovation Framework in partnership with the Canadian Urban Institute and in collaboration with international organizations such as C40, Cisco, the Government of the Netherlands as well as local stakeholders like the City of Toronto, Ryerson University, and The Atmospheric Fund.*

### **OUR RESILIENCE AND INNOVATION FRAMEWORK IS HUMAN-CENTRED AND RESTS ON FIVE CORE VALUES THAT SHAPE HOW WE SEE THE WATERFRONT AND WHAT WE AIM TO ACHIEVE THERE:**

**Human experience-driven:** Waterfront communities are healthy, safe, just, active, multi-generational, human-scale and accessible. Design excellence enriches the human experience.

**Climate-positive:** We support the development of low carbon communities, and aspire to reduce greenhouse gas emissions below zero.

**Inclusive resilience:** We consider the built, social and natural environment as we develop communities designed to survive and thrive amid shocks and stresses.

**Biophilic:** The waterfront is a place where people learn from and are inspired by nature. Buildings and infrastructure incorporate natural forms and systems into design and operations.

**Intelligent and connected:** We create infrastructure and access models that support digital connectivity for everyone and help businesses thrive.



# Stormwater management and water protection



The work described on this page contributes to:



**KPIs 2, 3, 5**

See page 10 for context.

**In rural areas, rainwater and snowmelt are readily absorbed into the earth. Urban landscapes have fewer permeable surfaces, so they have more stormwater runoff, which can carry pollutants into lakes and waterways. Streets are typically designed to channel runoff into stormwater sewers, and then into treatment facilities, but during heavy rainfall these systems can be overwhelmed.**

**Waterfront Toronto develops effective stormwater management infrastructure that protects the health of rivers and lakes, and helps to reduce the flooding that can result when there's more runoff than stormwater systems can handle. Our contributions include both standard ("grey") infrastructure like sewers and pipes, and also "green" infrastructure like absorbent landscaping and planters. We've already added extensive stormwater infrastructure to waterfront neighbourhoods, including approximately 13 kilometres of stormwater sewers in the West Don Lands and East Bayfront. We're also incorporating more and more green infrastructure into our work (see pages 48-49).**

## **2019-2020 UPDATE:**

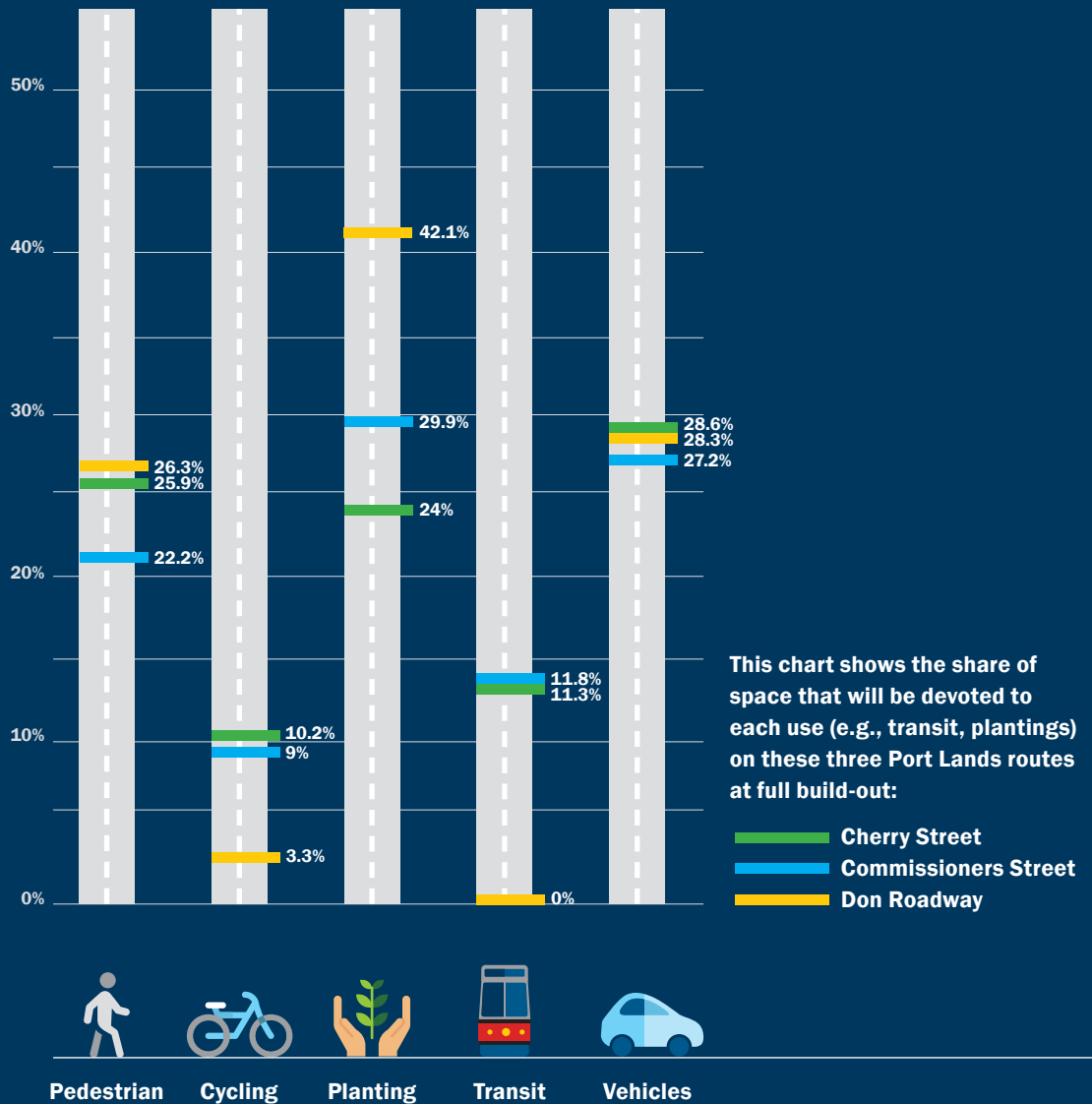
- We've continued to advance work on the Cherry Street Stormwater Facility, which will manage combined runoff from the West Don Lands and East Bayfront. The building's concrete shell and its electrical room are now complete. Interconnected challenges have delayed the building's hydro connection and the installation of pumping equipment, but we expect these steps to be completed in 2020-2021.
- We revised the design for a set of pipes that will move runoff eastward to the Cherry Street facility. The pipes will be installed underwater as part of a new assembly along the Sherbourne Common water's edge promenade. Improvements may include a reinforced dockwall and a new stretch of boardwalk connecting Dockside to Bayside, with the stormwater pipes running underneath.

*Below: Corktown Common. Many of the plantings and landscape features Waterfront Toronto has added to the waterfront are specifically designed to catch and slow rain and runoff. According to the Park People report Resilient Parks, Resilient City, "Absorbent landscapes, like parks, can reduce runoff by 8 to 10 times compared to impermeable surfaces like roads or parking lots."*



“To build resilience, the trick is linking different goals together. When you’re doing economic development, how can you also make yourself better protected for floods? When thinking about mobility, how can you increase biodiversity or reduce exposure to extreme heat?”

Michael Berkowitz,  
Founding Principal of Resilient Cities Catalyst



# Investing for resilience



The work described on this page contributes to:

 **KPIs 1, 2, 3, 4, 5**

 **SDGs 11.2, 11.7**

See page 10 for context.

**Waterfront Toronto aims for every investment we make in the public realm to deliver multiple benefits at the same time. Whether we’re choosing sidewalk materials or planning an irrigation system for a city park, we think holistically about how our work can make the waterfront more vibrant and welcoming while delivering water and energy savings, reducing carbon emissions and flood risks, and supporting the health of local ecosystems.**

For example, the **green streets** we’re bringing to the future Villiers Island (see facing page) will help prevent flooding by using plantings to divert rainwater from city sewers; they’ll support biodiversity by providing habitat to birds and other urban wildlife; they’ll help reduce carbon emissions from cars by facilitating public transit and active transportation; and as the first streets in Toronto illuminated by LEDs, they’ll consume considerably less energy. They’ll also improve life in the city, including by helping people access an extraordinary new network of parks being created as part of the Port Lands Flood Protection Project.

Another example of a multi-faceted investment is our work to support a healthy **tree canopy**. Trees help clean the air, provide habitat and make streets more appealing — and as temperatures rise, tree shade is ever more important to keeping cities comfortable. In addition to planting thousands of trees in waterfront parks, Waterfront Toronto has introduced soil cell technology that protect tree roots under roads and sidewalks. Our current sidewalk improvement efforts include pilot tests of permeable pavers, which help trees get the water they need while helping municipal sewer systems weather storms.

## 2019-2020 UPDATE:

As the City of Toronto reconstructs the Gardiner Expressway East, we’re engaged in a multi-year project to enhance the streetscape underneath. This year we:

- completed 60% design for the area from Jarvis Street to Cherry Street
- completed concept design for the area from Cherry Street to Logan Avenue
- completed an implementation plan for the entire project
- proposed, costed and earned approval for a number of small, “quick-start” projects to signal change in the area and test materials and approaches. These include a sidewalk-improvement pilot to test the performance and maintenance requirements of enhanced concrete, permeable pavers and bioretention plantings.

*Waterfront Toronto is bringing green streets to the Port Lands. These routes not only have more room for public transit and active transportation, modes that reduce carbon emissions and enhance city life, they also include green infrastructure like bioretention planters and green medians that help manage stormwater and support urban wildlife.*





SECTION 04

Green space and  
healthy communities



Healthy communities and thoughtful urban design go hand in hand. Great public places invite people to be active, connect with neighbours and explore the city. Integrated affordable housing and long-term care support diverse, welcoming neighbourhoods and promote economic inclusion. And public art and cultural programs help to enhance daily life all year round and express distinct neighbourhood character.

Waterfront Toronto has a proven record of using the built environment and public space to support community health and resilience, including by crafting planning and design approaches with potential applications across Canada and beyond. This year, we completed a new park on the waterfront, the latest of 25 parks we've added since 2001. We've advanced the design of two other green spaces, and collaborated to improve often overlooked places, such as pedestrian routes under the Gardiner. We've also added affordable housing to Bayside, and collaborated to deliver permanent public art and temporary art pieces and programs to waterfront neighbourhoods.

The links between urban landscapes and community resilience have seldom been more clear than they are now, as city-dwellers around the world turn to parks and other public places for relief from the confinement imposed by efforts to limit the spread of COVID-19. Today, Waterfront Toronto is more committed than ever to creating generous public spaces that help people distance, stay healthy and build the neighbourhood connections that help us all weather challenges together.

*A walk through Corktown Common. The COVID-19 pandemic has underscored the fact that parks and green spaces are vital resources in big cities.*

# Waterfront parks



The work described on this page contributes to:



KPIs 1, 2, 3




SDG 11.7

See page 10 for context.

**Waterfront Toronto has created more than 43 hectares of parks and public spaces in waterfront neighbourhoods. We've earned a reputation for design excellence, ecological leadership and gold-standard public engagement that helps communities take ownership of local parks from the earliest design stages.**

**We bring a resilience lens to park planning and design, seeking opportunities for any new space to deliver multiple benefits – from flood protection and habitat improvement to social cohesion and health benefits. Together, these diverse positive effects enhance a community's overall capacity and well-being.**

## 2019-2020 UPDATE:

**Open now**  **Aitken Place Park.** In October of 2019, we completed this 0.3 hectare public greenspace near Lower Sherbourne Street. The new park includes a children's play area, a dog run, a new piece of public art (see page 14) and quiet places to sit and watch the water. The park's sustainability features include low-energy lighting, drought-tolerant native plants and Forest Stewardship Council-certified wood.



*Aitken Place Park opened in October 2019.*

**York Street Park.** Schematic design and detailed design are now complete, and we expect to begin construction in late 2020. In response to feedback we received in public consultations on the park design this year, we changed the material that will be underfoot in the off-leash area, added movable furniture to the plan for the park, and adapted the design of a pond edge to increase safety and add seating.

**Rees Street Park.** This year we've worked with the City and a design consultant to advance the conceptual plan for this new park. The process has been adjusted to allow coordination with a new stormwater storage shaft proposed for the site (a piece of infrastructure that manages stormwater runoff to protect the health of the lake).

## What good do parks do?

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**The shade and green space of parks offer “an important cooling benefit to cities as climate change results in hotter weather.”**

*Resilient Parks, Resilient City, a report by Park People*

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## Boost mental and physical health



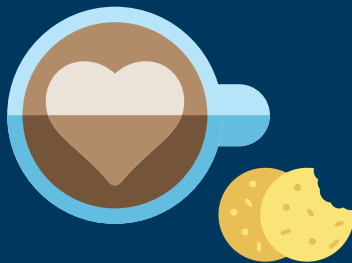
A UK report estimated that parks deliver £370 million (more than C\$630 million) annually in mental health cost avoidance. Spending time in parks and green space can reduce stress and improve mood, and parks create opportunities for active recreation that can significantly improve physical health.



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## Create economic value

The California-based Trust for Public Land identified seven distinct and measurable forms of economic value city parks deliver. They include stimulating tourism, absorbing air pollution and reducing health care expenses by enabling active recreation.

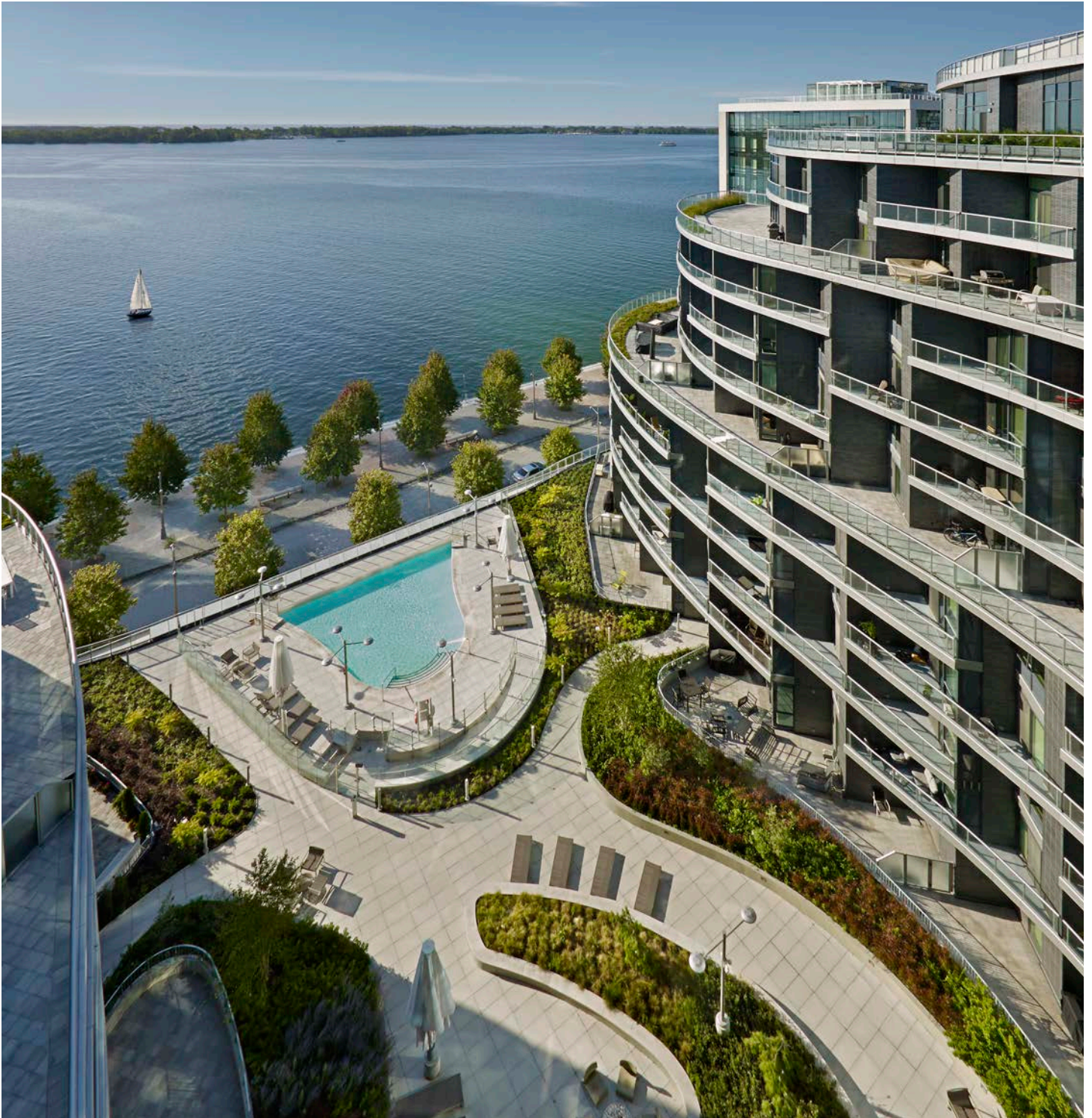


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## Build social capital

Park People’s *Sparkling Change* report notes that, “the small but powerful” interactions that happen casually in public parks can lead to increases in social capital: “the social connections, trust, and support that are important not only for strong, healthy communities, but also for developing networks that can link people to opportunities, such as jobs.”





*Aquavista, a Hines/Tridel development, includes 227 condominium units as well as 80 affordable rental lofts.*

# Affordable housing



The work described on this page contributes to:



See page 10 for context.

## Building inclusive neighbourhoods

Waterfront Toronto has a long-standing commitment to building welcoming, inclusive communities. A central part of that commitment is ensuring that 20% of all units in new waterfront residential developments are affordable rental, and that an additional five percent are low-end-of-the-market ownership. Not only does new affordable housing stock meet an urgent need, but research shows that mixed-income neighbourhoods can help to combat economic inequality. Economically diverse neighbourhoods are associated with better economic mobility for young people in low-income households and improved economic outcomes for residents at the lower end of the income spectrum.

### 2019-2020 UPDATE:

- The Artscape Bayside Lofts in East Bayfront welcomed residents to 80 new affordable units, part of a larger mixed-income residential development called Aquavista that includes 227 condo units. The affordable lofts, designated specifically for artists, were developed in partnership with the City of Toronto, Hines/Tridel and Artscape. The next two phases of development will add a City-run child-care centre and a community centre to the area.
- This year Waterfront Toronto has also begun working with the City of Toronto on the development and operation of an additional 215 new units of affordable rental housing. These units will be located in a mixed-income building, also in the Bayside neighbourhood of East Bayfront.

## Affordable housing

East Bayfront welcomed residents of 80 new affordable units this year

80



496

The West Don Lands is already home to 496 affordable rental units: Toronto Community Housing (243) Wigwamen (145), Fred Victor (108)



# Connections and waterfront access

The work described on this page contributes to:



All KPIs



SDG 11.2

See page 10 for context.

**In addition to creating vibrant waterfront neighbourhoods, Waterfront Toronto is working to integrate the lands along the lake into the life of the city. This means adding infrastructure and transit to better connect the waterfront. It means expanding public access to the lake, and creating destinations like Canada's Sugar Beach that draw people to the water. And it means using thoughtful interventions – from bridges to simple visual cues – to make pedestrian and cycling routes in the area more inviting.**

## 2019-2020 UPDATE:

- Construction of the new Cherry Street began in the fall of 2019. The new right of way is 40 metres wide, allowing plenty of space for pedestrians, cyclists, transit and green space (see page 48).
- Three bridges – Cherry Street North, Cherry Street South and Commissioners Street – that will connect the future Villiers Island to the mainland are getting closer to completion. These vital links are designed to enhance the public realm and generously accommodate all transportation modes. The Cherry Street North link includes two separate bridges: one for vehicles, pedestrians and cyclists and another for transit (see rendering on facing page). The design and engineering of the three Port Lands bridges was recognized with a Special Jury Award for Catalytic Infrastructure at the 2019 Toronto Urban Design Awards.
- This year we collaborated with the Waterfront Business Improvement Area (BIA) to advance a new project, co-funded by the City of Toronto, called Waterfront ReConnect. This project aims to transform intersections under the Gardiner to reduce the psychological barriers that cause many pedestrians to turn back at Lake Shore Boulevard instead of crossing over to reach the lake. A design approach created by Ken Greenberg at PUBLIC WORK includes enhanced markings at pedestrian crossings, and, on the bents under the Gardiner, gold paint to mark the route and text inviting people to the neighbourhood.



Top: Cherry Street North Bridge, which shared in a Toronto Urban Design Award this year (see facing page), is one of three people-friendly bridges that will link newly created Villiers Island to the rest of the city.

Bottom: Waterfront ReConnect, a project spearheaded by the Waterfront BIA, is using paint, text and enhanced markings at pedestrian crossings to make routes to the waterfront more inviting.





*Members of the Waterfront Design Review Panel hear from the proponents of a development project.*

# Promoting design excellence



The work described on this page contributes to:



See page 10 for context.

**Waterfront Toronto projects and places have won more than 100 awards for design excellence, earning recognition in categories ranging from water management to neighbourhood development. As our revitalization efforts have progressed, we’ve worked to set new standards for architecture, green building and public space in the city. A few key practices have helped us earn a reputation for design excellence:**

- We carry out extensive **public consultations**, engaging local communities, businesses and other stakeholders to ensure that plans and designs are responsive to local needs and priorities.
- The expert insights of the **Waterfront Design Review Panel** guide all projects – public and private – in waterfront neighbourhoods. The first body of its kind in the city, the Panel includes leading architects, designers, landscape architects and infrastructure specialists. Waterfront Toronto is currently exploring ways to more deeply incorporate important cultural perspectives into the design review process, beginning with the inclusion of an Indigenous member on the Panel (see page 36).
- On major projects, we hold **design competitions** that attract some of the world’s most respected professionals, who propose diverse, creative visions for waterfront developments and landscapes.

## 2019-2020 UPDATE:

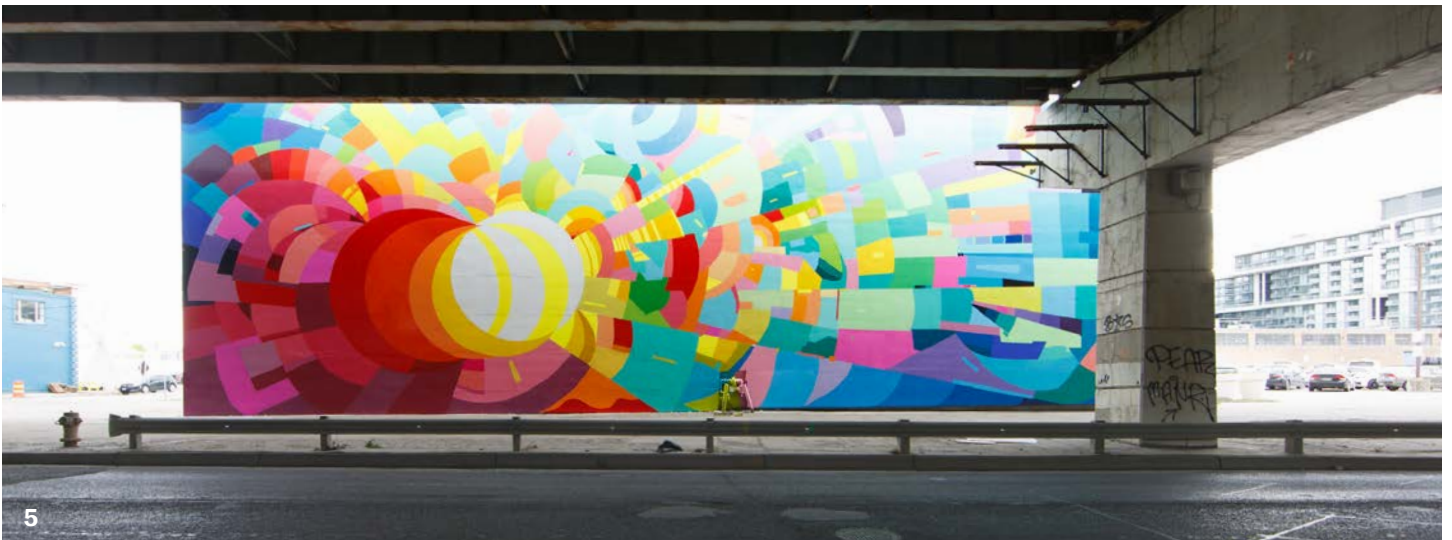
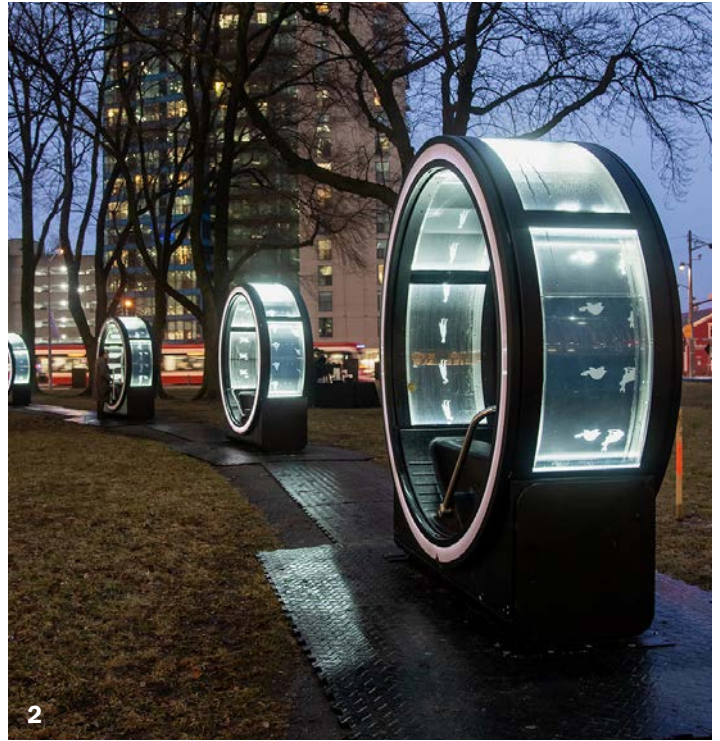
This year, projects in waterfront neighbourhoods – led by Waterfront Toronto or by our design and development partners, contractors and collaborators – have earned 13 design awards. As the partial list below shows, waterfront projects earn praise on a range of dimensions:



| Project                                                                                         | Award                                                                                                                     | Jurisdiction  |
|-------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|---------------|
| River City Phase 3                                                                              | Design Excellence Award, 2020: <i>Best Tall Building Under 100 Meters – Council on Tall Buildings &amp; Urban Habitat</i> | International |
| The Bentway                                                                                     | Honor Award: General Design, 2019<br><i>American Society of Landscape Architects</i>                                      | International |
| Cherry Street Stormwater, Lakefilling and Soil Reuse Approval                                   | Best Overall Project, 2019<br><i>Canadian Brownfield Network Award</i>                                                    | National      |
| Waterfront Toronto’s Project Portfolio<br>Port Lands Flood Protection Project                   | Water Management Award of Excellence, 2019<br><i>Canadian Water Resources Association</i>                                 | National      |
| Port Lands Flood Protection and Enabling Infrastructure Project – Bridge Design and Engineering | Special Jury Award for Catalytic Infrastructure, 2019<br><i>Toronto Urban Design Awards</i>                               | Municipal     |
| Aqualuna                                                                                        | Best Suite Design, Large, 2019<br><i>Building Industry and Land Association (BILD) Awards</i>                             | Municipal     |



Images: 1. by Nicole Betts, 2 & 3 by Khristel Stecher, 4 by Remi Carreiro



# Public art

The work described on this page contributes to:



**KPI 2 and 3**

See page 10 for context.

**Enhancing the cultural vibrancy of the waterfront is at the heart of Waterfront Toronto’s mission. We approach public art as an integral part of neighbourhood planning, and we’ve already built distinct local art collections with the new communities in West Don Lands and East Bayfront.**

**Increasingly, we’re curating seasonal and temporary programming, creating dynamic art experiences on the waterfront and animating public spaces in transition. We’re also building a reputation as a receptive and creative partner for arts festivals and events.**

## **2019-2020 UPDATE:**

- Waterfront Toronto sponsored the first **Toronto Biennial of Art** through the contribution of the Biennial’s flagship space, 259 Lakeshore Boulevard East (see pages 62-63).
- We installed the waterfront’s **latest permanent public artwork**, “LIGHT KEEPER” by Caitlind r.c. Brown, Wayne Garrett and Studio North, in the newly opened Aitken Place Park (see page 14).
- Our new **temporary art program**, designed to engage timely issues and enliven the shoreline through the year, quickly attracted enthusiastic visitors. The images on the facing page offer an overview of our 2019-2020 program:
  1. **“SOS (Safety Orange Swimmers),”** created by Ann Hirsch and Jeremy Angier, was installed in the Harbour Square Park basin in 2019. The work responds to the global refugee crisis.
  2. **“Loop,”** installed as part of the Winter Stations program, includes a series of devices that let users manipulate sound and animation displays from inside a circular “retro-futuristic” device.
  3. **“Impulse,”** also part of Winter Stations, comprises a series of 15 seesaws that produce light and sound. Activated by visitors, the structures create an ever-changing composition.
  4. **“Flight Mode,”** curated by Prachi Khandekar and realized through a collaboration between Waterfront Toronto and the South Asian Visual Arts Centre, included two contemplative multimedia pieces installed in shipping containers next to the grain silos by the Parliament Slip.
  5. **“The Birth of Light,”** a mural by Jacquie Comrie, at 291 Lake Shore Boulevard East. We worked with the City of Toronto’s StART program to facilitate Comrie’s creation of the piece at this Waterfront Toronto-owned site.

## **An exciting year ahead**

In 2019-2020 we issued a call for proposals for the most ambitious work of public art ever created on the waterfront. Located at Sherbourne Water’s Edge, the site has the potential to let artists engage with both land and water. We look forward to reviewing proposals from artists from around the world, and seeing the possibilities for this site through their eyes.



**Learn more about our public art program on our website.**



This year, Waterfront Toronto was proud to sponsor the first ever **Toronto Biennial of Art**, a free contemporary visual arts event including both Canadian and international programs.

**The Biennial:**

- attracted close to **300,000** unique visitors
- included **215** public programs, performances and events
- helped **91%** of visitors discover new artists
- delivered **\$17 million** in economic impact
- attracted media coverage in **24** countries



Images by Toni Hafkenscheid. Courtesy the Toronto Biennial of Art. Exhibited at 259 Lake Shore Blvd E. as part of the Toronto Biennial of Art (2019). Commissioned by the Toronto Biennial of Art.

**This page:**

Above: Jae Jarrell, *Ornaments of Reflection*, 2019, leather, metal beads, thread, 152.4 x 76.2 x 45.7 cm. Left: *The New Red Order (NRO), Never Settle*, 2019, mixed-media installation. Bottom: Adrian Stimson, *lini Sookumapii: Guess who's coming to dinner?*, 2019, mixed-media installation, dimensions variable.

**Opposite page:**

Top: Luis Jacob, *The View from Here (Library)*, 2019, collection of maps and printed matter published from 1872 to 2019. Co-presented by Toronto Union. Bottom: *Embassy of Imagination + PA System, Sinaaqpagiaqtuut/The Long-Cut*, 2019, mixed-media installation. In partnership with The Bentway.

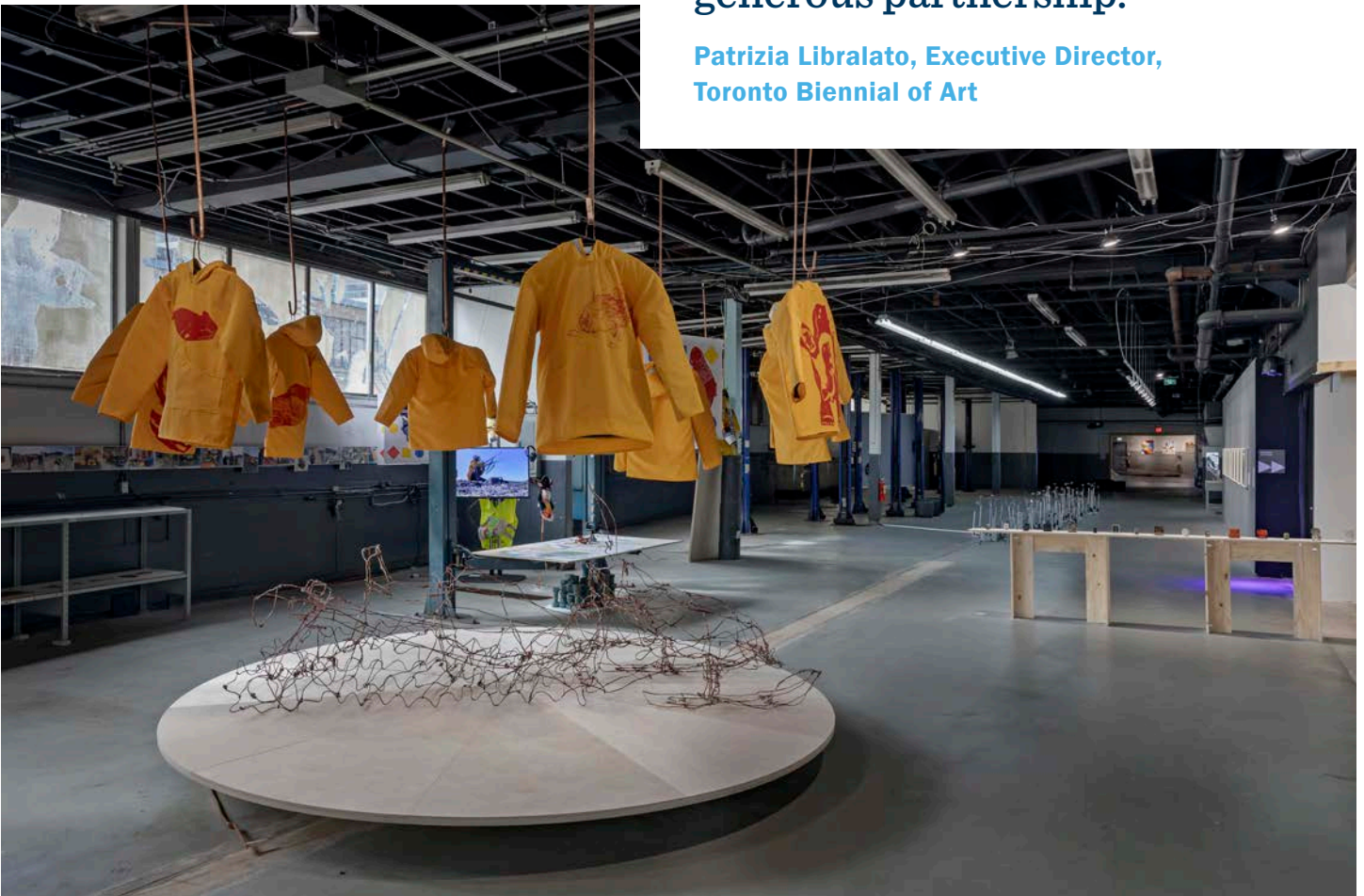






**“Waterfront Toronto was vital to the Biennial’s inaugural success. We could have never done it without your incredibly generous partnership.”**

**Patrizia Libralato, Executive Director,  
Toronto Biennial of Art**







SECTION 05

Financials and  
performance measurement



Waterfront Toronto has a record of achieving strong results with the resources entrusted to us, efficiently deploying public investments and collaborating to enhance our impact.

One key to our performance is rigorously tracking and reporting our progress. We continually refine our measurement and reporting practices as we pursue ever higher standards of transparency and accountability.

In 2018, we adopted a formal performance measurement framework to track our gains against the eight key objectives of our mandate. In a further enhancement, this year for the first time we're reporting our results on these key performance indicators against concrete, quantitative targets.

This section of our 2019-2020 Integrated Annual Report complements our audited financial statements, available online. It offers a concise overview of our funding sources; shows how we've deployed public investments over the last fiscal year; outlines the costs associated with our team and organization; and lays out the significant progress we've made on the transformational changes Waterfront Toronto was created to deliver.

*Corus Entertainment employs 1,100 people at this LEED Gold office and broadcast facility in East Bayfront.*



## A. Capital investment

**In December 2018, Waterfront Toronto's Board of Directors approved \$325.1 million in capital investment for fiscal 2019-2020. This investment was allocated mainly to four priority initiatives: the Port Lands, Complete Communities, Public Places and Next-Generation Sustainable Communities. Our actual capital spending in 2019-2020 was \$221.5 million, 68% of the planned total and \$70.7 million (47%) more than last year.**

The primary reasons for the \$103.6 million variance between our planned and actual spending were schedule changes and construction challenges in the Port Lands Flood Protection Project. These accounted for \$69.7 million (67% of the variance) in deferred investment. Schedule changes under the Public Places and Next-Generation Sustainable Communities (Quayside) portfolios accounted for an additional \$26.3 million in deferred investment (25% of the variance). See the facing page for further detail.

| 2019-2020                                          |          | Approved Plan   | Actual Cost     | Variance \$*    |
|----------------------------------------------------|----------|-----------------|-----------------|-----------------|
| The Port Lands                                     | <b>A</b> | \$ 245.1        | \$ 175.4        | \$ 69.7         |
| Complete Communities                               |          | 35.0            | 30.0            | 5.0             |
| Public Places                                      | <b>B</b> | 13.2            | 3.2             | 10.0            |
| Next Generation Sustainable Communities (Quayside) | <b>C</b> | 26.2            | 9.9             | 16.3            |
| Strategic Initiatives                              |          | 5.6             | 3.0             | 2.6             |
| <b>Total</b>                                       |          | <b>\$ 325.1</b> | <b>\$ 221.5</b> | <b>\$ 103.6</b> |

\*Parentheses indicate spending in excess of budget

Figures are in millions

**A Port Lands**

Significant progress has been made this year on the Port Lands Flood Protection Project, including: completion of the 60% design milestone; completion of Cherry Street lake-filling work; installation of foundations for Cherry Street North bridge and commissioning of the temporary water treatment facility created to manage the groundwater being surfaced by our excavation work.

Several factors outside Waterfront Toronto's control have resulted in lower than planned investments for fiscal 2019-2020. These include slower-than-expected progress on cut-off walls (see page 78) and bridge steel fabrication (see page 78), overdue vacant possession of some Port Lands properties and delayed approvals for road closures.

As a result of project schedule re-sequencing to address these challenges and subject to any material impacts arising from the global pandemic, the overall project budget of \$1.25 billion remains unchanged and we expect to complete the project by 2024, as planned.

**B Public Places**

This year's plan for Public Places included \$8 million to substantially complete the pedestrian and cycling bridge for The Bentway. This work and the attendant budget were moved to 2024-2025 in order to accommodate the City of Toronto's Gardiner Rehabilitation work in the same location.

While we did complete the detailed design for the York Street Park as planned, the detailed design work for Rees Street Park did not take place this year as we continue to finalize the phasing plan and schedule with the City of Toronto, the ultimate owner of the park. The unspent budget amount of \$10 million for this year will be transferred to next year.

**C Next-Generation Sustainable Communities (Quayside)**

The underspend of \$16.3 million on Next-Generation Sustainable Communities (Quayside) is mainly due to a change in the timing of certain land acquisitions. These were delayed pending the resolution of uncertainty about the 2020 decision on the Master Innovation and Development Plan, and also to improve coordination with Waterfront Toronto's own upcoming construction efforts in the area. We expect to spend the unspent budgeted amount in fiscal 2020-2021.



*More information about Waterfront Toronto's capital investments as reflected in our audited financial statements is available in Appendix 2. Our complete audited financial statements are available online at [waterfronttoronto.ca](http://waterfronttoronto.ca).*

## B. Capital funding



**Waterfront Toronto realized \$270.1 million (89%) of the \$301.8 million in capital funding our Corporate Plan anticipated for fiscal 2019/2020. This funding total was \$67 million (33%) higher than last year.**

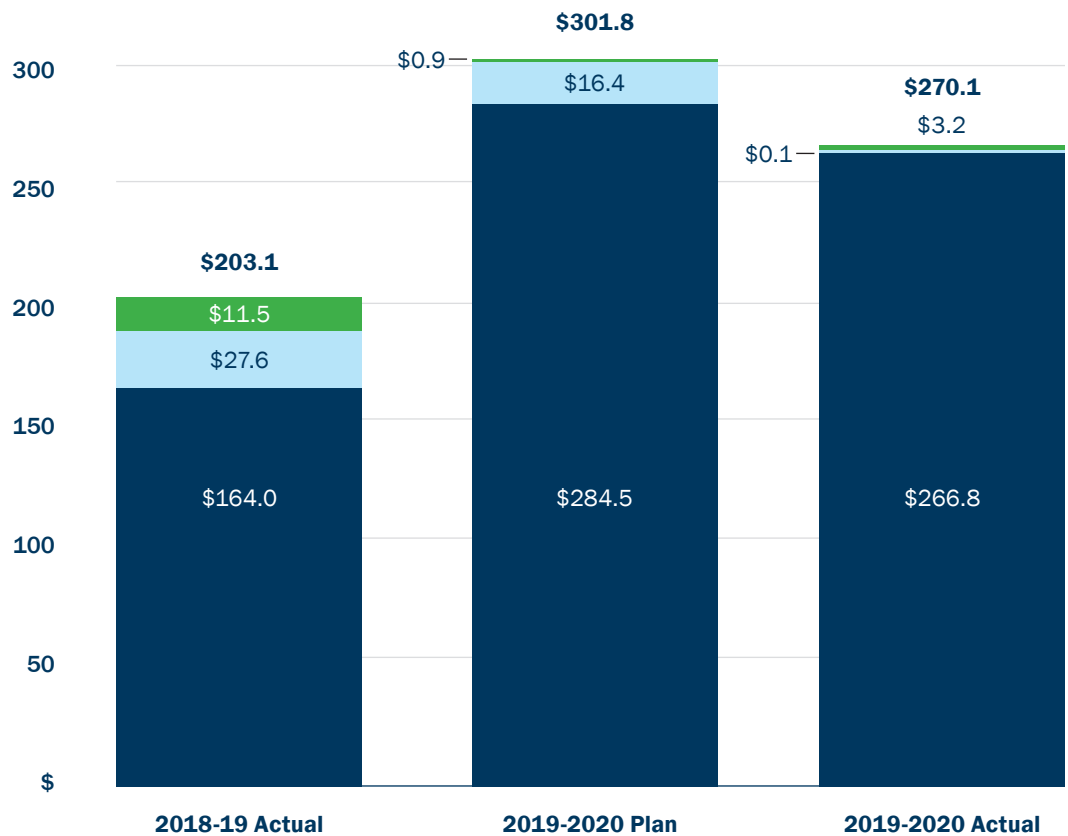
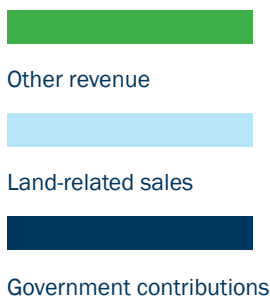
Our funding this year came almost entirely (99%) from governments: \$116.4 million from Ontario, \$105.3 million from Toronto and \$45.1 million from Canada (for a total of \$266.8 million). Except for \$13.0 million from Toronto, all of this funding related to the Port Lands Flood Protection project, to which the three governments have collectively committed \$1.25 billion in funding over seven years, beginning in 2017-2018. Over the last three years, we have realized total government funding of \$431.2 million, which represents 35% of the \$1.25 billion for this project.

We had expected to realize an additional \$16.4 million in revenue from land sales this year; most of this has been or will be realized in the first quarter of 2020-2021.

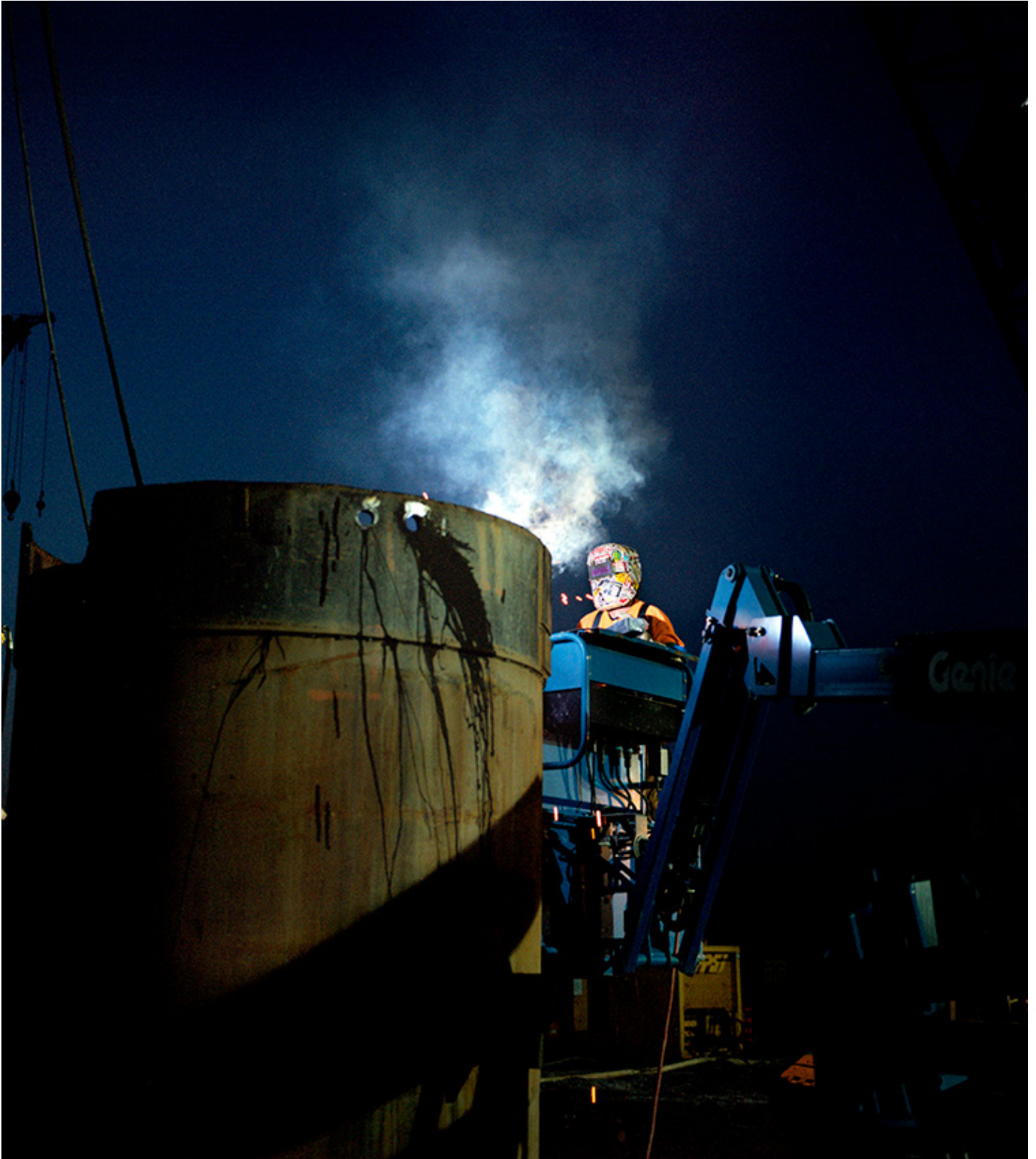
Revenue from other sources was \$3.2 million (\$2.3 million higher than projected). This figure mainly comprised higher-than-forecast interest income and parking revenues, and a grant from the Federation of Canadian Municipalities, which had not been budgeted.

### Capital funding from all sources

Figures are in millions



More information about Waterfront Toronto's capital funding as reflected in our audited financial statements is available in Appendix 2. Our complete audited financial statements are available online at [waterfrontontario.ca](http://waterfrontontario.ca).



*A welder works on a caisson that will form part of a footing for the Cherry Street North Bridge. Image by Vid Ingelevics and Ryan Walker*



## C. Corporate operating cost

**Our actual corporate operating costs for 2019-2020 were \$0.1 million (0.5%) less than the approved operating budget of \$18.7 million.**

We spent less than anticipated on corporate public engagement and communication (\$0.2 million). Some events were cancelled due to the global pandemic, and generally speaking a greater share of our public engagement work is now attached to specific project budgets (e.g., the Port Lands) as opposed to general corporate activity. We also had lower-than-projected general and office administration costs (\$0.1 million).

We spent slightly more than budgeted on information and technology, specifically on cyber security (\$0.1 million). Human resources costs were also higher (\$0.1 million) as we hired temporary staff to fill unplanned staff absences.

Corporate operating costs are reflected in Note 13<sup>1</sup> of Waterfront Toronto's March 31, 2020 audited financial statements (Expenses by Precinct and Function).

| 2019-2020                                     | Approved Plan  | Actual Cost    | Variance \$*  |
|-----------------------------------------------|----------------|----------------|---------------|
| Human Resources                               | \$ 14.7        | \$ 14.8        | \$ (0.1)      |
| General and Office Administration             | 1.9            | 1.8            | 0.1           |
| Information and Technology                    | 0.6            | 0.7            | (0.1)         |
| Public Engagement and Communication           | 0.6            | 0.4            | 0.2           |
| Accountability and Governance                 | 0.4            | 0.4            | -             |
| <b>Subtotal before Amortization</b>           | <b>\$ 18.2</b> | <b>\$ 18.1</b> | <b>\$ 0.1</b> |
| <b>Amortization</b>                           | <b>0.5</b>     | <b>0.5</b>     | <b>-</b>      |
| <b>Total Corporate Operation Expenditures</b> | <b>\$ 18.7</b> | <b>\$ 18.6</b> | <b>\$ 0.1</b> |

\*Parentheses indicate spending in excess of budget

Figures are in millions

<sup>1</sup>Note to readers reviewing this summary in conjunction with the audited financial statements: the table in this summary and the table in the audited statements both indicate actual spending totalling to be \$18.6 million. The audited statements are broken down into project management costs—salaries, fees, and benefits of \$11 million — as well as general expenses of \$7.6 million, for a total of \$18.6 million.

## D. Corporate capital cost

**Our corporate capital costs of \$1.1 million for 2019-2020 were \$0.1 million less than our approved budget of \$1.2 million.**

The spending this year can be attributed largely to a modest office reconfiguration and renovation, undertaken to accommodate additional staff and to enhance collaboration. The work was initiated in 2018-2019 and completed this year, \$0.1 million under-budget. This year we also continued to invest in the implementation of our cloud-based Enterprise Resource Planning (ERP) system.

Corporate capital costs are reflected in Note 7 of our March 31, 2020 audited financial statements (Capital Assets).

| 2019-2020                             | Approved Plan** |            | Actual Cost |            | Variance \$*    |
|---------------------------------------|-----------------|------------|-------------|------------|-----------------|
| Technology Infrastructure             | \$              | 0.3        | \$          | 0.3        | \$ -            |
| Facilities Improvement                |                 | 0.9        |             | 0.8        | (0.1)           |
| <b>Total Corporate Capital Budget</b> | <b>\$</b>       | <b>1.2</b> | <b>\$</b>   | <b>1.1</b> | <b>\$ (0.1)</b> |

\*Parentheses indicate spending in excess of budget

\*\* Includes portion of unused Facilities Improvement budget of \$0.6 million carried forward from prior years.

Figures are in millions

# Performance measures



- Target substantially achieved / exceeded
- Target not achieved
- N/A – no target forecast this year
- \* Board approved Dec 6, 2018

| Success for Waterfront Toronto is:                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Performance measures                                                                                                                    | Annual target 2019-2020* | Actual 2019-2020              | Cumulative 2001-2020 |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|--------------------------|-------------------------------|----------------------|
| <b>1. Enhancing economic value</b> <ul style="list-style-type: none"> <li>• Waterfront Toronto will create new employment opportunities during the development of waterfront lands</li> <li>• Waterfront Toronto developments will lead to new businesses on the waterfront that will provide ongoing employment opportunities</li> <li>• The developments on the waterfront will lead to increased taxes for all three governments and contribute economic value for the Canadian economy</li> </ul> | <b>1.1</b> Jobs: Full-time years of employment during construction                                                                      | 2,000                    | ● 2,047 (during construction) | 18,115               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Jobs: Full-time years of ongoing employment                                                                                             | N/A-5 year measure       | N/A-5 year measure            | 5,000                |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>1.2</b> Taxes: New taxes to municipal, provincial and federal governments                                                            | \$75M                    | ● \$82.1M                     | \$977.1M             |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>1.3</b> Total economic value added to the economy                                                                                    | \$200M                   | ● \$238.8M                    | \$2,369M             |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>1.4</b> Labour Income                                                                                                                | \$140M                   | ● \$175.3M                    | \$1444.3M            |
| <b>2. Enhancing social and cultural value</b> <ul style="list-style-type: none"> <li>• Waterfront Toronto will be a world leader in design excellence and waterfront planning that will make Canadians proud of the Toronto waterfront</li> <li>• Waterfront Toronto will develop spaces that are accessible to all income levels</li> </ul>                                                                                                                                                          | <b>2.1</b> Number affordable housing units developed (excludes building projects under design or construction)                          | 80                       | ● 80                          | 576                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>2.2</b> Number of market housing units developed (excludes building projects under design or construction)                           | 553                      | ● 550                         | 2,875                |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>2.3</b> Number of design awards                                                                                                      | 5                        | ● 13                          | 104                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>2.4</b> Number of new permanent public art installations                                                                             | 1                        | ● 1                           | 9                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>2.5</b> Percentage of Waterfront Toronto sponsored projects with Design Review Panel support at the end of the design review process | 100%                     | ● 100%                        | ~93%                 |
| <b>3. Creating an accessible and active waterfront for living, working and recreation</b>                                                                                                                                                                                                                                                                                                                                                                                                             | <b>3.1</b> Hectares of new parks and public spaces                                                                                      | 0.8                      | ● 0.3                         | 43.3                 |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>3.2</b> Kilometres of new trails, hiking trails and promenades                                                                       | -                        | ● 0.2                         | 26.2                 |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>3.3</b> Number of events on the waterfront                                                                                           | >10                      | ● 22                          | 80<br>2017 to 2020   |
| <b>4. Implementing a plan in a fiscally responsible manner</b> <ul style="list-style-type: none"> <li>• Waterfront Toronto will work within the funding provided and will search out new revenue sources to support the development of the waterfront</li> <li>• Waterfront Toronto will use thorough processes to set and manage the project budgets</li> </ul>                                                                                                                                      | <b>4.1</b> Percentage of competitive procurements by dollar value                                                                       | >95%                     | ● 99.6%                       | 99.6% since 2019     |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>4.2</b> Percentage of projects over \$10 million completed within 5% of budget (in the last five years)                              | 90%                      | ● 93%                         | 95%                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>4.3</b> Percentage of projects over \$10 million completed within six months of original schedule (in last five years)               | 90%                      | ● 100%                        | 100% since 2019      |

**Comments:**  
For pages 72 and 73

**1.1-1.4** Waterfront Toronto Economic Impact Assessment, May 2020 (PwC)

**3.1** Aitken Place Park completed and opened in 2019. The remaining public spaces anticipated in the 2019-2020 target related to Bayside public realm as noted on page 81 in the Key Deliverables Scorecard.

**4.3** This is a new measure starting 2019-2020. As a result, the rolling five year average contains one year so far (2019-2020).

**5.3 and 5.4** The targets for these measures were estimated in November 2018 prior to the schedule and sequencing being developed by the contractor for the Port Lands Flood Protection project. Future fiscal targets will be more accurately aligned with the construction schedule.

Our Rolling Five-Year Strategic Plan (2019/20-2023/24) outlined our formal performance measurement framework effective April 1, 2019. The framework is composed of concrete measures across a range of dimensions, each with specific targets. In 2019/20, we met or exceeded our targets on 89% (24/27) of our performance measures. All measures roll up into eight key performance indicators (KPIs) aligned to the policy priorities set out in our mandate. This framework helps our team, our government stakeholders and the broader public track our progress in delivering the results we've been tasked with achieving for the people of Toronto, Ontario and Canada.

| Success for Waterfront Toronto is:                                                                                                                                                                                                                                                                                                                                                                                | Performance measures                                                                                                                                                         | Annual target 2019-2020*     | Actual 2019-2020             | Cumulative 2001-2020             |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|------------------------------|----------------------------------|
| <b>5. Implementing a plan in an environmentally responsible manner</b> <ul style="list-style-type: none"> <li>The developments on the waterfront will meet the needs of the present without compromising the ability of future generations to meet their own needs</li> <li>Waterfront Toronto will develop its plans for the waterfront with a focus on the resilience of the surrounding environment</li> </ul> | <b>5.1</b> Number of hectares (was acres in CP 19-23) committed to climate-positive developments                                                                             | 82.7                         | N/A-5 year measure           | 126.8 (2001-2019)                |
|                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>5.2</b> Extent of broadband coverage (number of people with access)                                                                                                       | New measure                  | ● 880                        | 8,200                            |
|                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>5.3</b> Square metres of aquatic habitat created                                                                                                                          | 120,000                      | ● 12,170                     | 131,463                          |
|                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>5.4</b> Metres of waterfront access                                                                                                                                       | 2,700                        | ● 290                        | 6,130                            |
|                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>5.5</b> Average distance to access transit                                                                                                                                | All projects planned at 500m | All projects planned at 500m | All projects planned at 500m     |
| <b>6. Financially self-sustaining designated waterfront area</b> <ul style="list-style-type: none"> <li>Waterfront Toronto's enabling works will mean that the residential and commercial developments are financially feasible for private developers, without government support</li> </ul>                                                                                                                     | <b>6.1</b> 6.1 Gross Floor Area under Private Developments in designated waterfront area (no partnership with WT) in municipal approvals process and / or under construction | New measure                  | N/A-5 year measure           | New measure                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>6.2</b> Total population (residents, students, workers)                                                                                                                   | 3,200                        | ● 4,234                      | 10,534                           |
|                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>6.3</b> Tax revenue going to government from the private sector development                                                                                               | New measure                  | ● \$1.2B+*                   | \$3.3B+                          |
| <b>7. Promoting and encouraging involvement of the private sector</b> <ul style="list-style-type: none"> <li>Waterfront Toronto will assist other Canadian businesses succeed through partnerships</li> </ul>                                                                                                                                                                                                     | <b>7.1</b> Number of new developments and/or strategic partnerships cultivated                                                                                               | 2                            | ● 6                          | 39+                              |
|                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>7.2</b> Private-sector dollars invested in waterfront developments (includes proposed, approved, under-construction and completed projects)                               | \$0.5B                       | ● \$ 3.2B+ **                | \$13.2B+                         |
|                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>7.3</b> Value of philanthropic, corporate sponsorship, and non-government sourced contributions                                                                           | >\$nil                       | ● \$ 3.3M                    | \$156.3M                         |
| <b>8. Encouraging public input</b> <ul style="list-style-type: none"> <li>Waterfront Toronto will foster public trust in its current and planned activities</li> <li>Waterfront Toronto will build public awareness of its past, current and planned activities</li> </ul>                                                                                                                                        | <b>8.1</b> (a) Number of WT digital media engagements (b) WT, Port Lands, Quayside and Corporate Blog website sessions                                                       | >500                         | ● 133,160<br>● 239,218       | 133,160<br>239,218<br>since 2019 |
|                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>8.2</b> Number of public and/or stakeholder meetings held                                                                                                                 | >20                          | ● 44                         | 441                              |
|                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>8.3</b> Number of media (i.e., radio, TV, print, online) references to Waterfront Toronto and its initiatives                                                             | 2,500                        | ● 8,308                      | 19,496<br>since 2017             |
|                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>8.4</b> Number of times Waterfront Toronto staff have presented at conferences, events and tours                                                                          | 100                          | ● 104                        | 104<br>since 2019                |
|                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>8.5</b> Number of public meeting attendees self-identifying as residing outside the designated waterfront area                                                            | 25%                          | ● 62%                        | 62%<br>since 2019                |

\* Minimum value considered of the range 1.21 to 1.93 (\$ Billion)

\*\* Minimum value considered of the range 3.2 to 5.5 (\$ Billion) (Development stages: Proposed, Under Review, Completed)



# Sustainable Development Goals (SDGs)

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**In 2015, all United Nations member states adopted 17 Sustainable Development Goals (SDGs) as part of The 2030 Agenda for Sustainable Development. One premise of the SDGs is that governments alone cannot achieve them; firms, civil society and other organizations also have a role to play. The Global Reporting Initiative (GRI) (see pages 84-91) encourages organizations to consider where they might contribute to the SDGs. We believe Waterfront Toronto has the capacity to contribute in the following areas, and we're committed to reporting our contributions and seeking opportunities to enhance our impact in these over time.**

**7.3** By 2030, double the global rate of improvement in energy efficiency.

**7.a** By 2030, enhance international cooperation to facilitate access to clean energy research and technology, including renewable energy, energy efficiency and advanced and cleaner fossil-fuel technology, and promote investment in energy infrastructure and clean energy technology.

**8.2** Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors.

**8.3** Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services.

**9.c** Significantly increase access to information and communications technology and strive to provide universal and affordable access to the Internet in least developed countries by 2020.

**11.2** By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons.

**11.7** By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities.

**13.2** Integrate climate change measures into national policies, strategies and planning.



A visitor to the Waterfront Toronto Science Fair in March 2020 checks out soil testing technology being used in the Port Lands.



A worker reinforces a pile that will form part of the foundation for the new Cherry Street North Bridge (see page 56).  
Image by Vid Ingelevics and Ryan Walker.



SECTION 06

Appendices



# Appendix 1: 2019-2020 Key deliverables scorecard

The following scorecards outline the status of the 20 key deliverables we set out to achieve in our 2019/20 Corporate Plan when it was approved in December 2018, together with 15 carried forward from fiscal year 2018/19 (total 35). As of March 31 2020 Waterfront

- Achieved by March 31, 2020
- Not achieved by March 31, 2020/deferred to a future year
- \* Board-approved December 6, 2018 as per 2019-2020 Corporate Plan

| Project                                                                    | 2019-2020 Deliverables*                                                                                      | Final status | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|----------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|--------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Port Lands</b>                                                          |                                                                                                              |              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Port Lands Flood Protection and City-Serving Infrastructure Implementation | Complete design for three bridges (Cherry Street North, Cherry Street South and Commissioner Street bridge). | ●            | Achieved. The design of all three bridges (Cherry Street North, Cherry Street South and Commissioners Street bridge) are 100% complete and under construction. The contracts for the three bridge foundations and steel superstructures have been awarded.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|                                                                            | Commence deep soil mixing for project site.                                                                  | ●            | Achieved. The basis for design of river valley was changed from deep soil mixing to a system consisting of vertical secant pile cut off walls and horizontal geosynthetic barrier and drainage system. The design for the Central valley system, Greenway, Spillway and Ice Management areas are 100% completed. As of March 31, 2020, the construction of the secant pile cut-off walls in the Central River Valley (WP3) was ongoing with 1285 piles (87%) completed along with ongoing construction of the cut-off walls in the Greenway, Spillway and Ice Management area (WP6.1) (approximately 10% completed). The contractor for excavation and construction of the barrier layer in the Central River Valley (WP7) as well soil treatment and management (WP4) commenced construction in Q4. The water treatment system has now been commissioned and ready to receive and treat groundwater for discharge to the Lake. |
|                                                                            | Commence site preparation and demolition works.                                                              | ●            | Achieved. Shallow excavation and the clearing of obstructions has been completed over the majority of the site. Commissioners Street (Munitions to Don Roadway) was closed mid December 2019 and Munitions west to Cherry Street in February 2020. The intersection of Munitions and Commissioners will be closed pending vacant possession of FH 30. Vacant possession of 222 Cherry Street (T&T Grocery) in February 2020 with demolition work to be completed in Q1 of 2020-2021.                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Complete Communities</b>                                                |                                                                                                              |              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Bayside                                                                    | Complete construction of Aitken Place Park.                                                                  | ●            | Achieved. Construction of Aitken Place Park (0.75 acres) completed and park handed over to City along with commencement of warranty period.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|                                                                            | Select non-profit operator for affordable housing site.                                                      | ●            | Deferred. The selection of the non-profit operator will be deferred until the developer is confirmed which will take place in 2020-2021.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Stormwater and Sanitary Sewer Infrastructure                               | Complete concrete building shell and install treatment equipment for Stormwater Facility (SWF).              | ●            | The final building concrete shell was completed by the week of March 30, 2020. Equipment installation has been delayed by approximately 3 months due to complicated design challenges, detailing and quality control challenges with concrete walls roof beam and the roof forming process along with weather related issues and expected to be completed by Q3 2020.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|                                                                            | Final commissioning of Sanitary Pumping Station on permanent power.                                          | ●            | Electrical room completed by the week of March 30, 2020 and permanent hydro connection delayed by approximately 3 months due to complicated design challenges and expected to be installed by Toronto Hydro in Q3 2020.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |

Toronto achieved 49% (17 of 35) of these key deliverables. Of the 18 not fully realized, over 80% (15) related to external imperatives beyond our control, such as COVID-19 and/or schedule resequencing to accommodate a development partner, utility company schedule and/or government directive. The remaining three deliverables were deferred for matters of budget mitigation, Corporate Plan reprioritization or weather conditions. Note that none of these deferrals places the Corporation at risk of noncompliance with key contracts nor pose an overall budget risk.

| Project                                      | 2019-2020 Deliverables*                                                                                                 | Final status | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|----------------------------------------------|-------------------------------------------------------------------------------------------------------------------------|--------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Stormwater and Sanitary Sewer Infrastructure | Construct in-water pipe for SWF.                                                                                        | ●            | The design of the in-water pipe for the Stormwater Facility (SWF) was revised to incorporate additional scope of work including the Boardwalk and dockwall reinforcing at the Sherbourne Common water's edge promenade. 90% detailed design has been submitted for approval along with completion of stage 1 of the construction RFP for the in-water pipe and Boardwalk.                                                                                                                                                                      |
| Queens Quay East Revitalization              | Negotiate acquisition of land related to road realignment and associated approvals.                                     | ●            | Deferred. WT has engaged in numerous negotiations with relevant landowners, however alignment on key terms has not yet been achieved.                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Public Places</b>                         |                                                                                                                         |              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| York & Rees Street Parks                     | Complete detailed design.                                                                                               | ●            | The detailed design phase for York Street Park has been completed and construction documentation is currently on-going and expected to be completed by August 2020. The construction is anticipated in late fall 2020. There is on-going negotiation with the City regarding Rees Street Park phasing and schedule. The City has provided approval to proceed with first design phase (consensus design) and the scope/contract negotiations with design consultant regarding first design phase i.e. the conceptual plan have been completed. |
| Jack Layton Ferry Terminal                   | Complete Implementation Strategy Plan.                                                                                  | ●            | Deferred. The implementation strategy for Jack Layton Ferry Terminal project remains on hold pending completion of refinements to the scope and budget of the project which is now underway. Further, there are on-going discussions between City & CreateTO about the 11 Bay Street development which may impact the Jack Layton Ferry Terminal project.                                                                                                                                                                                      |
| Public Art                                   | Implement one permanent public artwork as per the public art strategy, as well as 4-5 temporary public art activations. | ●            | Achieved. Completed implementation of one permanent artwork (Aitken Place Park Public Art) in November 2019 along with completion of maintenance manual as well as six temporary public art activations as of March 31, 2020.                                                                                                                                                                                                                                                                                                                  |
| The Bentway                                  | Substantial construction completion of the pedestrian and cycling bridge for The Bentway.                               | ●            | Deferred. This is due to City's change in priorities of completing the Gardiner Rehabilitation work prior to the construction of the Bentway Pedestrian and Cycling Bridge. The Planning and design of the pedestrian and cycling bridge is now scheduled to be completed by December 31, 2020.                                                                                                                                                                                                                                                |

● Achieved by March 31, 2020

● Not achieved by March 31, 2020/deferred to a future year

\* Board-approved December 6, 2018 as per 2019-2020 Corporate Plan

| Project                                                   | 2019-2020 Deliverables*                                                                                                                                                                                        | Final status | Comments                                                                                                                                                                                                                                                                                                                                                                             |
|-----------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Next Generation Sustainable Communities (Quayside)</b> |                                                                                                                                                                                                                |              |                                                                                                                                                                                                                                                                                                                                                                                      |
| Quayside                                                  | Evaluate Master Innovation and Development Plan (MIDP) through Evaluation Framework.                                                                                                                           | ●            | Achieved. The final evaluation of the MIDP was reported to IREQ on January 23, 2020.                                                                                                                                                                                                                                                                                                 |
|                                                           | Execute Public and Stakeholder Engagement strategy on MIDP, including with governments.                                                                                                                        | ●            | Achieved. Final public engagement session on the MIDP took place on February 29, 2020 along with completion of final report in Q1 2020-2021. The broader stakeholder engagement strategy was executed concurrently with the public engagement.                                                                                                                                       |
|                                                           | Prepare Business Implementation Plans (BIPs) as required for the MIDP and in support of municipal approval process. Prepare and Negotiate Principle Implementation Agreements (PIAs) as required for the MIDP. | ○            | In May 2020 Sidewalk Labs announced its withdrawal from the Quayside project; deliverables for the project as contemplated at the outset of the 2019-2020 fiscal year are no longer in play. Waterfront Toronto remains committed to the realization of a next-generation sustainable community at Quayside, and we are currently considering a revised approach to this initiative. |
|                                                           | Subject to approval of MIDP, initiate MIDP governance structure and PIAs as it relates to Real Estate, Infrastructure, Intellectual Property and Digital Governance.                                           | ○            |                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>Strategic Initiatives and Other</b>                    |                                                                                                                                                                                                                |              |                                                                                                                                                                                                                                                                                                                                                                                      |
| Strategic Initiatives and Other                           | Resiliency Assessment: Undertaking study to assess future climate risks and ongoing stresses.                                                                                                                  | ●            | Deferred. The resiliency assessment study to evaluate future climate risks and ongoing stresses is deferred to fiscal year 2020/2021.                                                                                                                                                                                                                                                |
|                                                           | Build new corporate capabilities and competencies in fundraising and partnerships.                                                                                                                             | ●            | On going. Management is working with external advisors to implement the fundraising action plan provided to the Board on December 5, 2019. Information from the partnership playbook is contributing to this effort and is expected to contribute more as work progresses.                                                                                                           |
|                                                           | Provide ongoing core support for the Port Lands.                                                                                                                                                               | ●            | Achieved. Ongoing core support provided for the Port Lands project.                                                                                                                                                                                                                                                                                                                  |

# 2018-2019 Carry forward Key deliverables scorecard

● Achieved by March 31, 2020

● Not achieved by March 31, 2020/deferred to a future year

\* Originally Board-approved December, 2017 and carried forward to fiscal year 2019/20

| Project                                       | 2018-2019 Deliverables*                                                                                                                                                                                    | Final Status | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|-----------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Port Lands</b>                             |                                                                                                                                                                                                            |              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Cherry St. Stormwater and Lakefilling Project | Complete construction of new shoreline and aquatic habitat.                                                                                                                                                | ●            | Completed. The construction of new shoreline and aquatic habitat was completed as of November 2019.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|                                               | Complete lakefilling to create about five hectares of filled area around the current Essroc Quay.                                                                                                          | ●            | Completed. The lakefilling to create the 5-hectare fill North and South of Essroc Quay has been completed as of September 2019.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|                                               | Completing the above two items will mean total completion of the Cherry Street Stormwater and Lakefilling project.                                                                                         | ●            | The near-total completion of the Cherry Street Stormwater and Lakefilling project including deficiency repairs was completed by March 2020. There are minor deficiency repairs that have been delayed as a result of COVID-19.                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Complete Communities</b>                   |                                                                                                                                                                                                            |              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Bayside Phase I                               | Complete construction of Phase 1 public realm for Bonnycastle Street.                                                                                                                                      | ●            | The construction of Bonnycastle Street is anticipated to be substantially complete by April 2020 along with the completion of Lakeshore Boulevard East pilot program by June 2020. The delay in completion of the deliverable is related to the Lakeshore Public realm that was not completed due to Waterfront Toronto awaiting Hydro's relocation of Sherbourne Common transformer into the Monde building.                                                                                                                                                                                                                                                      |
|                                               | Complete occupancy of the second residential building, Aquavista, a \$205 million building that includes 227 condominium units, 80 affordable rental units, and a City-run day care facility.              | ●            | Completed. The occupancy of Aquavista condominium units as well as the affordable rental units have been completed. The child care facility is located in Bayside Phase 2, Aquabella and is expected to begin construction in April 2021.                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Bayside Phase II                              | Complete construction and landscaping of Phase 2 local streets and public realm.                                                                                                                           | ●            | Construction of Bayside Phase 2 services and public realm is expected to be completed in summer 2020. This delay is related to the City withholding approval to construct on Queens Quay in order to accommodate work being undertaken by Enbridge on Queens Quay which Enbridge was unwilling to complete in coordination with the Bayside Phase 2 servicing work. Note that Bayside Phase 2 Private streets are scheduled to be complete in October 2020 coincident with the Aquabella building while the balance of the Bayside Phase 2 Water's Edge Promenade adjacent to Parliament Slip will be complete in 2023/2024 coincident with the Aqualuna building. |
|                                               | Close land transaction with Hines/Tridel for Blocks A1/A2 in Bayside to enable the construction of a \$320 million, 420,000 square foot residential condominium building with a City-run community centre. | ●            | Deferred. The anticipated timing of closing the land transaction for Blocks A1/A2 in Bayside has been deferred due to postponement (COVID-19) of City's Committee of Adjustment. Site developer prefers to have minor variance application approval by City Committee prior to closing and this is now delayed as City has not determined when Committee hearings will resume.                                                                                                                                                                                                                                                                                     |



| Project                                                                                                                                                              | 2018-2019 Deliverables*                                                                                                                                                                                                                                                                                                 | Final Status | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Broadview & Eastern Avenue Flood Protection                                                                                                                          | Complete phase 1 of environmental assessment process                                                                                                                                                                                                                                                                    | ●            | Completion of the environmental assessment process is contingent upon City Council approval which has been postponed to late 2020. The Class EA will be submitted for approvals after receiving the Council approval. The team continues to adjust the project to respond to changes in the direction for the TTC Subway Relief Line to the new Ontario Line. With continuing changes in adjacent project needs and private land owner interests, the anticipated approval for the Broadview & Eastern Avenue Flood Protection EA continues to be pushed back to December 31, 2020. |
| Queens Quay Bay to Spadina Revitalization                                                                                                                            | Transfer temporary overhead power connections to the new underground system and replace older hydro poles with Waterfront Toronto's signature light poles.                                                                                                                                                              | ●            | Anticipated completion by December 2020. Waterfront Toronto is awaiting Toronto Hydro's electrification process to complete at which point the process of transferring the lighting and signals to permanent power will be commenced.                                                                                                                                                                                                                                                                                                                                               |
| West Don Lands Phase II                                                                                                                                              | Achieve municipal approvals on Block 13, Canary Phase 5, a \$380 million, 550,000 square foot residential condominium building and Block 10, a \$200 million, 296,000 square foot mixed-use development with Anishnawbe Health Toronto which includes a community health centre, hotel and purpose-built market rental. | ●            | Deferred. Block 13 is on hold while working through design elements with IO/City. Site developer for this block is focusing on other sites (e.g. Blocks 8/20, and 3/4/7) within West Don Lands with aggressive delivery timelines.                                                                                                                                                                                                                                                                                                                                                  |
|                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                         | ●            | Completed. Waterfront Toronto has executed Development Agreement with Anishnawbe and Dream/Kilmer/Tricon. The 2nd Site Plan application was submitted by Anishnawbe and Developer in February 2020.                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Public Places</b>                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                         |              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Public Art                                                                                                                                                           | Complete public engagement, procurement, and design of "Destination" public art piece at Water's Edge Promenade in Bayside Phase 1.                                                                                                                                                                                     | ●            | The completion of first stage of procurement (issuing RFQ, shortlisting artists) is expected to be completed by June 2020 pending delays due to COVID-19, followed by second stage of procurement (RFP issued to shortlisted artist, site visits, concept development, finalist selection) anticipated completion by January 2021. The design and fabrication is scheduled to begin late 2021 followed by final implementation at the Water's Edge Promenade targeted for 2023-2024.                                                                                                |
| <b>Core Supporting Functions</b>                                                                                                                                     |                                                                                                                                                                                                                                                                                                                         |              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Indirect Corporate Operating (core support staff, tools, technology, occupancy, insurance and audit fees to support project delivery teams and governance framework) | Complete office space reconfiguration to support staff head count and create additional collaborative spaces.                                                                                                                                                                                                           | ●            | Completed. The substantial completion of the reconfiguration of office space has been achieved by December 31, 2019.                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|                                                                                                                                                                      | Develop new employee performance management framework.                                                                                                                                                                                                                                                                  | ●            | Deferred. The development of new employee performance management framework is deferred to 2020/2021.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|                                                                                                                                                                      | Implement enterprise content management strategy that includes retention and digitization principles for managing content throughout lifecycle.                                                                                                                                                                         | ●            | Completed. The Enterprise Content Management strategy has been substantially completed as of March 31, 2020.                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |

## Appendix 2

### Reconciliation to audited financial statements

In accordance with Canadian public-sector accounting standards for government non-profit organizations, the total capital investments of \$221.5 million are reflected in the Corporation's March 31, 2020 audited financial statements as follows:

| <b>Capital investments</b>                        | <b>\$ millions</b> |
|---------------------------------------------------|--------------------|
| <b>Statement of financial position/Note 6:</b>    | \$ 202.8           |
| Additions to/increase in Assets Under Development |                    |
| <b>Statement of changes in net assets/Note 6:</b> | 14.3               |
| Transfer of assets to Government                  |                    |
| <b>Statement of financial activities</b>          | 4.5                |
| Expenses                                          |                    |
| <b>Note 18: Trust under administration</b>        | 0.5                |
| Capital Investments—The Bentway                   |                    |
| <b>Note 4: Deposits and prepaid expenses</b>      | (0.6)              |
| Net change in prepaid expenses                    |                    |
| <b>Total capital investments (see page 66)</b>    | <b>\$ 221.5</b>    |

Capital funding of \$270.1 million is reflected in the Corporation's March 31, 2020 audited financial statements as follows:

| <b>Capital funding</b>                     | <b>\$ millions</b> |
|--------------------------------------------|--------------------|
| <b>Statement of financial activities</b>   |                    |
| Revenue                                    | \$ 266.8           |
| Net other operating income                 | 3.0                |
| Land sale proceeds and other income        | 0.3                |
| <b>Total capital funding (see page 68)</b> | <b>\$ 270.1</b>    |

# Appendix 3

This appendix offers additional information on Waterfront Toronto's corporate social responsibility and sustainability performance, to support our adoption of GRI G4 reporting guidelines.

## GRI 100: General disclosure

### Organizational profile

| Disclosure number | Disclosure title                           | Response                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|-------------------|--------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 102-1             | Name of organization                       | Mandate and governance > Our mandate, p. 10                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| 102-2             | Activities, brands, products and services  | Mandate and governance > Our mandate, p. 10<br><a href="#">Homepage &gt; About us &gt; Who we are</a><br><a href="#">Homepage &gt; Projects</a>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| 102-3             | Location of headquarters                   | <a href="#">Homepage &gt; Contact us</a>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| 102-4             | Location of operations                     | Mandate and governance > Our mandate, p. 10<br><i>Waterfront Toronto operates in Toronto, Canada.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| 102-5             | Ownership and legal form                   | <a href="#">Homepage &gt; About us &gt; Who we are</a>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| 102-6             | Markets served                             | Mandate and governance > Our mandate, p. 10<br>Mandate and governance > Governance, accountability and workplace, p. 18<br><a href="#">Rolling Five-Year Strategic Plan 2020/21-2024/25 &gt; Who we are &gt; Built to collaborate, p. 13</a>                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| 102-7             | Scale of organization                      | Mandate and governance > Our team, p. 19<br>Appendices > Appendix 1, pp. 78-82<br>Financials and performance measurement > B. Capital funding, p. 68<br>Financials and performance measurement > A. Capital investment, pp. 66-67<br><i>Total number of employees: 92<br/>Total number of operations/projects:<br/>There were 13 active projects throughout the reporting period.<br/>Capital funding: \$270.1 million<br/>Capital investment: \$221.5 million<br/>Capital investment allocated mainly to four priority initiatives: the Port Lands, Complete Communities, Public Places and Next-Generation Sustainable Communities. Total capitalization broken down in terms of debt/equity not applicable.</i> |
| 102-8             | Information on employees and other workers | Mandate and governance > Governance, accountability and workplace, p. 18<br>Mandate and governance > Our team, p. 19<br><i>Waterfront Toronto operates in one region.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| 102-9             | Supply chain                               | Mandate and governance > Fiscal responsibility > p. 20<br><a href="#">Homepage &gt; Procurement</a><br><a href="#">Homepage &gt; Procurement &gt; Awarded contracts</a>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |

## GRI 100: General disclosure

### Organizational profile


| Disclosure number | Disclosure title                                             | Response                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|-------------------|--------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 102-10            | Significant changes to the organization and its supply chain | <p> <a href="#">Homepage</a> &gt; <a href="#">Procurement</a> &gt; <a href="#">Awarded contracts</a></p> <p>Financials and performance measurement &gt; B. Capital funding, p. 68</p> <p>Appendices &gt; Appendix 1: 2019-2020 Key Deliverables Scorecard, pp. 78-82</p> <p><i>There were no significant changes to the organization's ownership during the reporting period.</i></p>                                                                                                                                                                                                                                                                                                                         |
| 102-11            | Precautionary principle or approach                          | <p><i>Waterfront Toronto adheres to the Precautionary Principle, first articulated in the Rio Declaration on Environment and Development (1992). This principle holds that, "Where there are threats of serious or irreversible damage, lack of full scientific certainty shall not be used as a reason for postponing cost-effective measures to prevent environmental degradation." For example, if we think it's possible that one of our development sites has been contaminated by past industrial use, we undertake a careful risk assessment and often pursue investigation, sampling, and analysis even if it's not clear that the area is polluted. When it comes to protecting the health of people and the environment, we believe it's best to err on the side of caution.</i></p> |
| 102-12            | External initiatives                                         | <p>Mandate and governance &gt; Reporting for impact, p. 13</p> <p>Financial and performance measurement &gt; Sustainable Development Goals (SDGs), p. 74</p> <p><i>WT relies on a number of externally developed principles or guidance charters to inform its work, including:</i></p> <ol style="list-style-type: none"> <li>1. Global Reporting Initiative (GRI)</li> <li>2. UN Sustainable Development Goals (SDGs)</li> <li>3. CaGBC LEED sustainable design principles</li> <li>4. C40 Low Carbon Districts Forum</li> <li>5. Intelligent Community Forum methodology</li> </ol>                                                                                                                                                                                                         |
| 102-13            | Membership of associations                                   | <p>Mandate and governance &gt; Our mandate, p. 10</p> <p><i>WT is a member of the below listed organizations:</i></p> <ol style="list-style-type: none"> <li>1. Canadian Green Building Council</li> <li>2. C40 Cities Climate Leadership Group</li> <li>3. Ontario Environment Industry Association</li> <li>4. Intelligent Community Forum</li> <li>5. Urban Land Institute</li> <li>6. Passivehouse Canada</li> <li>7. Toronto Region Board of Trade (TBOT)</li> <li>8. Association of Corporate Council</li> <li>9. National Executive Forum on Public Property (NEFPP)</li> <li>10. HR Insider</li> <li>11. Toronto Construction Association</li> <li>12. Ontario Public Buyers Association</li> </ol>                                                                                    |



| GRI 100: General disclosure |                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|-----------------------------|---------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Strategy                    |                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Disclosure number           | Disclosure title                                              | Response                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| 102-14                      | Statement from senior decision-maker                          | Mandate and governance > From George, p. 9                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Ethics and integrity        |                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| 102-16                      | Values, principles, standards and norms of behaviours         | <p>Mandate and governance &gt; From George, p. 9</p> <p>Mandate and governance &gt; Our Mandate, p. 10</p> <p>Mandate and governance &gt; Fiscal responsibility &gt; p. 20</p> <p><a href="#">Homepage &gt; Our vision</a></p> <p><a href="#">Homepage &gt; About us &gt; Accountability &gt; policies</a></p>                                                                                                                                                                                                                                                                                                                                                                             |
| Governance                  |                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| 102-18                      | Governance structure                                          | <p>Mandate and governance &gt; Board and committees, p. 15</p> <p>Mandate and governance &gt; Governance, accountability and workplace, p. 18</p> <p><a href="#">Homepage &gt; About us &gt; Accountability</a></p> <p><i>Decision making by the Board’s three subcommittees; (1) Finance, Audit, and Risk Management Committee, (2) Human Resources, Governance and Stakeholder Relations Committee and (3) Investment, Real Estate and Quayside Committee consider Environmental, Social and Economic considerations as Waterfront Toronto is mandated to “improve the economic, social and cultural value of the land... in a fiscally and environmentally responsible manner.”</i></p> |
| 102-22                      | Composition of the highest governance body and its committees | <p>Mandate and governance &gt; Governance, accountability and workplace, p. 18</p> <p><a href="#">Homepage &gt; About us &gt; Who we are &gt; Board of Directors</a></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Stakeholder engagement      |                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| 102-40                      | List of stakeholder groups                                    | Mandate and governance > Public consultation, p. 22                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| 102-41                      | Collective bargaining agreements                              | <i>No Waterfront Toronto employees are covered by collective bargaining agreements.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| 102-42                      | Identifying and selecting stakeholders                        | <p>Mandate and governance &gt; Public consultation, p. 22</p> <p><a href="#">Homepage &gt; Get involved &gt; Public consultation</a></p> <p><a href="#">Rolling Five-Year Strategic Plan 2020/21-2024/25 &gt; Who we are &gt; Built to collaborate, p. 13</a></p>                                                                                                                                                                                                                                                                                                                                                                                                                          |
| 102-43                      | Approach to stakeholder engagement                            | <p><i>Waterfront Revitalization Corporation Public Consultation and Participation Strategy</i></p> <p><i>How we keep stakeholders informed about active projects: When a specific project is underway – when planning and design work are unfolding, earth is moving and construction is happening – our community engagement is especially active. We establish Stakeholder Advisory Committees (SAC) and Construction Liaison Committees (CLC) as ongoing forums for input and feedback. We also issue regular updates of general interest through our blog, website, and social media channels.</i></p>                                                                                 |


## GRI 100: General disclosure

### Reporting practice

| Disclosure number | Disclosure title                                           | Response                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|-------------------|------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 102-44            | Key topics and concerns raised                             | Mandate and governance > News from the year, p. 23                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| 102-45            | Entities included in the consolidated financial statements | <p>Appendices &gt; Appendix 2, p. 83</p> <p> <a href="#">Homepage</a> &gt; <a href="#">About us</a> &gt; <a href="#">Accountability</a> &gt; <a href="#">Annual reports and financial statements</a></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| 102-46            | Defining report content and topic boundaries               | <p>Mandate and governance &gt; Reporting for impact, p. 13</p> <p><i>A materiality assessment was conducted in 2020 where diverse stakeholders inside and outside the organization expressed the issues matter most to them, and where they believed Waterfront Toronto could have the biggest impact. The 2019/2020 Integrated Annual Report content was guided by the results of the materiality assessment and with the initial boundary assumption of activities and assets within Waterfront Toronto's management control. GRI's reporting principles for guiding report content, including Stakeholder Inclusiveness, Sustainability Context, Materiality and Completeness were key considerations in the development of this report.</i></p> |
| 102-47            | List of material topics                                    | <i>Material topics for internal and external stakeholders included: Energy, Carbon Emissions, Green Space, Flood Protection, Waterfront Access, Accessible Public Spaces, Board Diversity and Design Excellence.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| 102-48            | Restatements of information                                | <i>No restatements have occurred since the last report.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| 102-49            | Changes in reporting                                       | <i>No significant changes in scope or boundaries have occurred since the last report.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| 102-50            | Reporting period                                           | April 1, 2019 – March 31, 2020                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| 102-51            | Date of most recent report                                 | Annual Report (2018-2019) released June 27, 2019<br>Corporate Social Responsibility and Sustainability Report (2015-2017) released November 20, 2018                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| 102-52            | Reporting cycle                                            | Annually                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| 102-53            | Contact point for questions regarding the report           | <p><b>Waterfront Toronto</b><br/>20 Bay Street, Suite 1310, Toronto, ON M5J 2N8<br/>T. 416.214.1344<br/>E. <a href="mailto:info@waterfronttoronto.ca">info@waterfronttoronto.ca</a><br/><a href="http://waterfronttoronto.ca">waterfronttoronto.ca</a></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| 102-54            | Claims of reporting in accordance with the GRI standards   | <i>This report has been prepared in accordance with the GRI standards: Core option</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| 102-55            | GRI content index                                          | <i>This is the GRI content index. The report was prepared in accordance to the 2016 GRI standard: Core option.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| 102-56            | External assurance                                         | <i>This report has not been externally assured.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |

**GRI 200: TOPIC SPECIFIC STANDARDS: Economic**

**201 Economic performance**

| Disclosure number | Disclosure title                                        | Response                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|-------------------|---------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 201-103           | Explanation of the material topic and its boundary      |  <a href="#">Homepage &gt; Our vision &gt; Economic growth</a>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|                   | The management approach and its components              | <p>Mandate and governance &gt; Governance, accountability and workplace, p. 18</p> <p>Innovation and job creation &gt; Growing economic impact, pp. 30-31</p> <p>Financials and performance measurement &gt; Performance measures, pp. 72-73</p> <p> <a href="#">Rolling Five-Year Strategic Plan 2020/21-2024/25 &gt; Who we are &gt; Built to collaborate, p. 13</a></p> <p> <a href="#">Rolling Five-Year Strategic Plan 2020/21-2024/25 &gt; Financials &gt; Funding sources and investment plan, p. 48</a></p> <p> <a href="#">Rolling Five-Year Strategic Plan 2020/21-2024/25 &gt; Financials &gt; Fiscal responsibility and accountability, pp. 54-55</a></p> <p> <a href="#">Rolling Five-Year Strategic Plan 2020/21- 2024/25 &gt; Financials &gt; Measuring Waterfront Toronto's performance, pp. 57-59</a></p> |
| 201-1             | Evaluation of the management approach                   | <p>Mandate and governance &gt; Fiscal responsibility, p. 20</p> <p>Financials and performance measurement &gt; Performance measures, pp. 72-73</p> <p> <a href="#">Rolling Five-Year Strategic Plan 2020/21- 2024/25 &gt; Financials &gt; Measuring Waterfront Toronto's performance, pp. 57-59</a></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|                   | Direct economic value generated and distributed (EVG&D) | <p>Innovation and Job Creation &gt; pp. 26 - 31</p> <p>Financials and performance measurement &gt; B. Capital funding, p. 68</p> <p>Financials and performance measurement &gt; C. Corporate operating cost, p. 70</p> <p><b>Direct economic value generated</b><br/>Capital funding: \$270.1 million</p> <p><b>Economic value distributed</b><br/>Operating costs (after amortization): \$18.6 million<br/>Capital investment: \$221.5 million</p> <p><b>Economic value retained</b><br/>\$30 million</p> <p><i>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, hence does not have any payments to governments. All capital investments are considered community investments and all figures are presented on an accrual basis.</i></p>                                                                                                                                                                                                                                                                                                             |

**GRI 200: TOPIC SPECIFIC STANDARDS: Economic**

**203 Indirect economic impacts**

| Disclosure number                     | Disclosure title                                                                                                                                                                                                               | Response                                                                                                                                                                                                                                                                                                                           |
|---------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 203-103                               | Explanation of the material topic and its boundary                                                                                                                                                                             |  <a href="#">Homepage &gt; Our vision &gt; Economic growth</a>                                                                                                                                                                                    |
|                                       |                                                                                                                                                                                                                                | Innovation and job creation > Growing economic impact, p.30-31                                                                                                                                                                                                                                                                     |
|                                       | The management approach and its components                                                                                                                                                                                     | Financials and performance measurement > Performance measures, pp. 72-73                                                                                                                                                                                                                                                           |
|                                       |                                                                                                                                                                                                                                |  <a href="#">Rolling Five-Year Strategic Plan 2020/21-2024/25 &gt; Financials &gt; Funding sources and investment plan, p. 48</a>                                                                                                                 |
|                                       |  <a href="#">Rolling Five-Year Strategic Plan 2020/21-2024/25 &gt; Financials &gt; Fiscal responsibility and accountability, pp. 54-55</a>    |                                                                                                                                                                                                                                                                                                                                    |
|                                       |  <a href="#">Rolling Five-Year Strategic Plan 2020/21- 2024/25 &gt; Financials &gt; Measuring Waterfront Toronto's performance, pp. 57-59</a> |                                                                                                                                                                                                                                                                                                                                    |
| Evaluation of the management approach | Mandate and governance > Fiscal responsibility, p. 20                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                    |
|                                       | Financials and performance measurement > Performance measures, pp. 72-73                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                    |
|                                       |  <a href="#">Rolling Five-Year Strategic Plan 2020/21-2024/25 &gt; Financials &gt; Performance measures, p. 70</a>                            |                                                                                                                                                                                                                                                                                                                                    |
| 203-1                                 | Infrastructure investments and services supported                                                                                                                                                                              | Innovation and job creation > pp. 24-37.                                                                                                                                                                                                                                                                                           |
|                                       |                                                                                                                                                                                                                                | Climate leadership and sustainable design > pp. 38-49                                                                                                                                                                                                                                                                              |
|                                       |                                                                                                                                                                                                                                | Green space and vibrant communities > pp 50-63                                                                                                                                                                                                                                                                                     |
|                                       |                                                                                                                                                                                                                                | <i>Waterfront Toronto exists to unlock the social, cultural and economic potential of Toronto's waterfront. In addition to attracting private investment and high-quality jobs, Waterfront Toronto promotes the social and ecological health of the area, making it a landmark of sustainable, inclusive 21st century urbanism</i> |
| 203-2                                 | Significant indirect economic impacts                                                                                                                                                                                          | Innovation and job creation > Work on the waterfront, pp. 26-28                                                                                                                                                                                                                                                                    |
|                                       |                                                                                                                                                                                                                                | Innovation and job creation > Growing economic impact, p.30-31                                                                                                                                                                                                                                                                     |
|                                       |                                                                                                                                                                                                                                |  <a href="#">Homepage &gt; Our vision &gt; Economic growth &gt; Return on investment</a>                                                                                                                                                        |



**GRI 300: TOPIC SPECIFIC STANDARDS: Environmental**

**304 Biodiversity**

| Disclosure number | Disclosure title                                                          | Response                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|-------------------|---------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 304-103           | Explanation of the material topic and its boundary                        | <a href="#">Resilience and Innovation Framework, p.5</a>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|                   | The management approach and its components                                | <a href="#">Financials and performance measurement &gt; Performance measures, p. 72-73</a><br><a href="#">Homepage &gt;our vision&gt; environment and sustainability</a><br><a href="#">Toronto Waterfront Aquatic Habitat Restoration Strategy</a><br><a href="#">Rolling Five-Year Strategic Plan 2020/21- 2024/25 &gt; Financials &gt; Measuring Waterfront Toronto’s Performance, pp. 57-59</a>                                                                                                                                                                                                                                                                                              |
|                   | Evaluation of the management approach                                     | <a href="#">Financials and performance measurement &gt; Performance measures, p. 72-73</a><br><a href="#">Rolling Five-Year Strategic Plan 2020/21- 2024/25 &gt; Financials &gt; Measuring Waterfront Toronto’s Performance, pp. 57-59</a>                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| 304-2             | Significant impacts of activities, products, and services on biodiversity | <a href="#">Climate leadership and sustainable design &gt; A transformative resilience project, p.40</a><br><a href="#">Climate leadership and sustainable design &gt; Stormwater management and water protection, p. 46</a><br><a href="#">Climate leadership and sustainable design &gt; investing for resilience, p. 49</a>                                                                                                                                                                                                                                                                                                                                                                   |
|                   |                                                                           | <a href="#">Homepage &gt; our vision &gt; environment and sustainability</a>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|                   |                                                                           | <a href="#">2005 Sustainability Framework</a>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|                   |                                                                           | <a href="#">Resilience and Innovation Framework</a>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|                   |                                                                           | <a href="#">Resilience and Innovation Framework for Sustainability Action Plan</a>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|                   |                                                                           | <a href="#">Resilience and Innovation Framework for Sustainability Action Plan</a>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| 304-3             | Habitats protected and restored                                           | <a href="#">Financials and performance measurement &gt; Performance measures, p. 72-73</a>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| 307-103           | Explanation of the material topic and its boundary                        | <i>All Waterfront Toronto projects follow best practices and appropriate environmental rules and regulations at the municipal, provincial and federal levels</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|                   | The management approach and its components                                | <a href="#">Climate leadership and sustainable design &gt; An ambitious project, responsibly delivered, p. 42</a><br><a href="#">Climate leadership and sustainable design &gt; Shaping the future of green urbanism, p. 45</a><br><a href="#">Mandate and governance &gt; Fiscal responsibility, p. 20</a>                                                                                                                                                                                                                                                                                                                                                                                      |
|                   |                                                                           | <a href="#">Rolling Five-Year Strategic Plan 2020/21-2024/25 &gt; Who we are &gt; Built to collaborate, p. 13</a>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|                   |                                                                           | <a href="#">Rolling Five-Year Strategic Plan 2020/21-2024/25 &gt; Financials &gt; Fiscal responsibility and accountability, p. 55</a>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|                   |                                                                           | <a href="#">Homepage &gt; Our vision &gt; Environment and sustainability &gt; Green initiatives &gt; Environmental management plan</a>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|                   | Evaluation of the management approach                                     | <ol style="list-style-type: none"> <li><i>All heavy construction projects follow the requirements laid out in the Waterfront Toronto Environmental Management Plan. These requirements apply to all contractors hired by Waterfront Toronto for a project and environmental management plans for each subcontractor are reviewed by the contractor.</i></li> <li><i>Waterfront Toronto tracks the reporting required through environmental permits. The organization prepares annual reports summarizing the outcomes that is shared with governments where appropriate.</i></li> <li><i>Environmental compliance is tracked through Waterfront Toronto’s Corporate Risk Register</i></li> </ol> |
| 307-1             | Non-compliance with environmental laws and regulations                    | <i>Waterfront Toronto had no incidents of non-compliance with environmental laws and/or regulations in the reporting period</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |

## GRI 400: TOPIC SPECIFIC STANDARDS: Social

### 404 Training and education

| Disclosure number | Disclosure title                                                                     | Response                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|-------------------|--------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 404-103           | Explanation of the material topic and its Boundary                                   | All full-time and contract staff are eligible to participate in Waterfront Toronto's training and education program.                                                                                                                                                                                                                                                                                                                                             |
|                   | The management approach and its components                                           | Waterfront Toronto actively promotes continuous learning by supporting employees in gaining the skills, knowledge and competencies that will: <ul style="list-style-type: none"> <li>• improve on-the-job effectiveness and work performance;</li> <li>• promote service excellence;</li> <li>• enhance employee self development;</li> <li>• increase professional competence; and</li> <li>• prepare employees to meet future organizational needs.</li> </ul> |
|                   | Evaluation of the management approach                                                | Waterfront Toronto tracks program utilization and conducts audits of its program against other companies.                                                                                                                                                                                                                                                                                                                                                        |
| 404-3             | Percentage of employees receiving regular performance and career development reviews | All permanent staff participate in the formal Planning for Success performance review process annually, and all contract staff participate in informal performance reviews annually with their managers.                                                                                                                                                                                                                                                         |

### 413 Local communities

|                                       |                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|---------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 413-103                               | Explanation of the material topic and its Boundary                                                                                                                                                                               |  <a href="#">Homepage &gt; About us</a>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|                                       |                                                                                                                                                                                                                                  | <a href="#">Mandate and governance &gt; Our mandate, p. 10</a>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|                                       | The management approach and its components                                                                                                                                                                                       | <a href="#">Mandate and governance &gt; Our mandate, p. 10</a>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|                                       |                                                                                                                                                                                                                                  | <a href="#">Financials and performance measurement &gt; Performance measures, pp. 72-73</a>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|                                       |                                                                                                                                                                                                                                  |  <a href="#">Rolling Five-Year Strategic Plan 2020/21- 2024/25 &gt; Financials &gt; Funding sources and investment plan, p. 48</a>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Evaluation of the management approach |  <a href="#">Rolling Five-Year Strategic Plan 2020/21- 2024/25 &gt; Financials &gt; Fiscal responsibility and accountability, pp. 54-55</a>   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|                                       |  <a href="#">Rolling Five-Year Strategic Plan 2020/21- 2024/25 &gt; Financials &gt; Measuring Waterfront Toronto's Performance, pp. 57-59</a> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|                                       | <a href="#">Financials and performance measurement &gt; Performance measures, pp. 72-73</a>                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|                                       |  <a href="#">Rolling Five-Year Strategic Plan 2020/21- 2024/25 &gt; Financials &gt; Measuring Waterfront Toronto's Performance, pp. 57-59</a> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| 413-1                                 | Operations with local community engagement, impact assessments, and development programs                                                                                                                                         |  <a href="#">Homepage &gt; about us &gt; accountability</a>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|                                       |                                                                                                                                                                                                                                  | <a href="#">Mandate and governance &gt; public consultation, p. 22</a>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|                                       |                                                                                                                                                                                                                                  |  <a href="#">Rolling Five-Year Strategic Plan 2020/21-2024/25 &gt; Who We Are &gt; Built to collaborate, p. 13</a><br>92% (12/13) of projects carried out in the reporting period included local community engagement.<br><br>As a planning and development organization, much of Waterfront Toronto's work is regulated under the municipal planning process. Waterfront Toronto goes well beyond the consultation that's legally required for public projects, engaging stakeholders and members of the public early so there's time to truly understand and incorporate their insights to improve the quality and relevance of projects. |

# Executive team



**George Zegarac**  
President and CEO

**Meg Davis**  
Chief Development Officer

**Chris Glaisek**  
Chief Planning and Design Officer

**David Kusturin**  
Chief Project Officer

**Lisa Taylor**  
Chief Financial Officer

**Leslie Gash**  
Senior Vice President, Development

**Julius Gombos**  
Senior Vice President, Project Delivery

**Kathleen Niccols**  
Senior Vice President, Corporate Strategy

**Rose Desrochers**  
Vice President, Human Resources  
and Administration

**Cameron MacKay**  
Vice President, Strategic  
Communications and Engagement

**Pina Mallozzi**  
Vice President, Design

**Kristina Verner**  
Vice President, Innovation,  
Sustainability, and Prosperity

**Ian Ness**  
Acting General Counsel





Join us online



**Waterfront Toronto**

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**Board of Directors – June 25, 2020**  
**Item 8 – Capital Approval**  
**York Street Park (Love Park) Design and Construction**  
**Pina Mallozzi**

|                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|--------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Purpose</b>                       | For Board Approval                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>Areas of note/<br/>Key issues</b> | <p>The purpose of this work is to complete the Environmental Remediation and Construction of York Street Park.</p> <p>York Street Park, located at the north-east corner of York Street and Queens Quay is the site of the former York, Bay, Yonge off-ramp and will be transformed into an approximately 8000m<sup>2</sup> new park. This project was subject of an international design competition that was completed in 2018, since then WT has advanced the detailed design which is now approaching 90% design. It is anticipated that construction will commence this fall for grand opening July 2022.</p> <p>York Street Park is a \$15.04 million project inclusive of Environmental Remediation and Park Construction, it is fully funded by the City of Toronto Parks Forestry and Recreation. The first portion (\$12.71million) of this funding has been secured via a Delivery Agreement with the City, the remaining \$2.33million is pending an amendment to this agreement.</p>                                                                                                                                                                                                                                                                       |
| <b>Resolution and Next Steps</b>     | <p>The Board will be required to pass the following resolution:</p> <p><b>WHEREAS</b> the Corporation is the Project Delivery Agent for the York Street Park Design and Construction (the “Project”) on behalf of City of Toronto (the “City”);</p> <p><b>WHEREAS</b> the Project was approved as part of the 2020/21-2024/25 Rolling Five-Year Strategic Plan with a planned expenditure totaling \$12.71 Million;</p> <p><b>ON MOTION</b> duly made, seconded and carried, be it <b>RESOLVED</b> that the Board of Directors hereby approves:</p> <p>a) the proposed capital investment in the Project of \$15.04 Million, which represents an additional \$2.33 Million from that which was previously approved as part of the 2020/21-2024/25 Rolling Five-Year Strategic Plan <b>SUBJECT TO</b> execution of an amended Delivery Agreement with the City in form and substance satisfactory to Management; and</p> <p>b) Management’s recommendation that the Project be tendered using the General Contractor – Lump Sum Tender method due to cost certainty, overall cost and schedule compliance.</p> <p>Request for Prequalifications for construction will be released to meet the project milestones. Construction is expected to commence in Fall 2020.</p> |

# York Street Park (Love Park) Design + Construction

## Request for Capital Approval

Board Presentation

June 25, 2020

# Objectives of this Presentation

- To provide an update on the current status of the York Street Park Design and Construction (commonly referred to as Love Park).
- To obtain Capital Approval from the Board of Directors to proceed with the York Street Park – Construction Works. This has been recommended to the Board by the Finance, Audit and Risk Management Committee. This approval would be subject to obtaining additional funding for environmental remediation costs from the City of Toronto.
- To obtain the Board's approval with the method of tendering for the project.





# Project Summary

## Goals:

- Design and Construct 8,000 sq. m. Park
- Complete Construction and open Park by July 2022

## Background:

- The site is located at the north-east corner of York Street and Queens Quay on the site of the former York-Bay-Yonge Off Ramp that has been decommissioned.
- In 2018, Waterfront Toronto undertook an International Design Competition and a winning design for the site was announced in October 2018. Love Park, by Claude Cormier Associés in collaboration with gh3, was selected by the jury as the winning design.
- The Love Park design includes iconic elements such as a red Heart Shaped Pond and a Wisteria covered pergola.
- Most of the site was transferred from Transportation Services to Parks Forestry and Recreation in 2019. A Record of Site Condition for this portion of the property is currently being obtained by the City as required by Ministry of the Environment, Conservation and Parks.
- A portion of the site (190 sq.m.) is currently under private ownership and the City is in the process of acquiring the property.
- Environmental Risk Management Measures will be implemented throughout the site, regardless of former ownership.

# Project Summary

- This Project is included in the Board-approved 2020/21-2024/25 Rolling Five Year Strategic Plan totaling \$12.71 million. An additional \$2.33 Million is required to complete the increased environmental remediation scope requested by the City. It is funded by the City of Toronto, Parks Forestry and Recreation through a Delivery Agreement executed in September 2019. This Delivery Agreement is intended to be amended before construction start to include the additional funding for environmental remediation costs.

## Design and Construction Milestones:

|                           |                |
|---------------------------|----------------|
| 30% Design (complete)     | August 2019    |
| 60% Design (complete)     | February 2020* |
| Issue for Tender Drawings | July 2020      |
| Construction Start        | November 2020  |
| Construction Completion   | July 2022      |

- Request for Prequalification for construction using the Lump Sum Contracting Process will be released as appropriate to meet the key milestones noted above.

\*60% design for Love Park was completed in February 2020 and the 60% stage-gate cost estimate, design optimization and risk assessment have since been completed.

# Project Summary: Site Location





# Project Summary: 60% Design Plan





# Project Summary: Renderings



Aerial Overview



Wisteria Pergola



6

Looking east across the new pond to the Wisteria Pergola



Love Park Pond from the south west entrance

# Project Risks

| Risk Description                                                                                                                                                                                                                                                                    | Potential Impact                          | Mitigation Strategy                                                                                                                                                                                 |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Toronto Hydro Coordination</b><br/>Working with Toronto Hydro it is assumed that power to the park is to be supplied from existing infrastructure – if this is not feasible this could be a cost risk to the project.</p>                                                     | Schedule and Costs                        | Maintain a contingency for new a transformer and switchgear for power to the park.                                                                                                                  |
| <p><b>Environmental Funding</b><br/>Uncertainty related to amount of additional funding for Environmental Remediation.</p>                                                                                                                                                          | The funding may not cover the entire cost | Secure commitment from funder to ensure project budget is increased accordingly to cover costs.                                                                                                     |
| <p><b>Park Unique Features</b><br/>The Park’s pond features unique elements such as a nonchemical filtration system, that has been schematically reviewed by Toronto Public Health. The pond edge features glass mosaic tiles that are still pending Parks Department sign-off.</p> | Schedule and Costs                        | Procure mockups for tile and other elements as needed to obtain approval. Continue to review the design with Toronto Public Health to ensure compliance.                                            |
| <p><b>Geotechnical and Settlement Risk</b><br/>The Park contains a mechanical building and Pergola. The localized soil condition surrounding these elements could require additional excavation or adjustments to the foundation sizes.</p>                                         | Schedule and Costs                        | Design Team to ensure design is engineered per the geotechnical survey’s findings prior to issuing tender drawings for pricing.                                                                     |
| <p><b>Project Cost</b><br/>Tender bids exceed the approved government funding which is a fixed amount.</p>                                                                                                                                                                          | Costs                                     | The mitigation would be to maintain contingency for the construction phase and to obtain alternative pricing during tendering to provide options for making modifications to the scope post-tender. |
| <p><b>COVID-19</b><br/>Potential to disrupt material and labor supply chains.</p>                                                                                                                                                                                                   | Schedule and Costs                        | Monitor market conditions and select local materials to minimize logistical complexities.                                                                                                           |



# Project Risk Tolerance

- The Corporation's Risk Appetite Statement establishes that its tolerance for risk is "moderate"
- This project is consistent with the Corporation's level of risk tolerance at a low to moderate level. The project uses only proven technologies in related or unproven applications for example:
  - Mosaic tile for the pond edge is a proven solution for pools however is being implemented here at a large scale in a very high traffic public site
  - Surface treatments have previously been used in other Waterfront Toronto projects (i.e. granite, concrete with integrated aggregate and K9 turf for the dog area)
  - Risk management measures will exceed MECP minimum requirements for hard scape and soft scape conditions consistent with other Waterfront Toronto projects.
  - Water feature that uses non-chemical treatment in compliance with City of Toronto Public Health requirements

# Project Contracting Methods

Staff recommends that York Street Park be tendered using the General Contractor – Lump Sum Tender method due to cost certainty, overall cost and schedule compliance. Refer to the table below for a summary of the ranking of the contracting methods assessed.

| Contracting Option                     | Pre-Construction Services | Cost Certainty | Overall Cost | Schedule Adherence | Risk Transfer | Open Book | Weighted Total |
|----------------------------------------|---------------------------|----------------|--------------|--------------------|---------------|-----------|----------------|
| Importance                             | Low                       | High           | High         | High               | Medium        | Low       |                |
| <b>Lump Sum Tender</b>                 | 1                         | 4              | 4            | 4                  | 4             | 1         | 47             |
| <b>CM (Sequential Trade Tendering)</b> | 4                         | 1              | 1            | 2                  | 1             | 2         | 24             |
| <b>CM (Lump Sum Trade Tenders)</b>     | 2                         | 3              | 3            | 3                  | 3             | 3         | 19             |
| <b>CM (Negotiated GMP)</b>             | 3                         | 2              | 2            | 1                  | 2             | 4         | 30             |

## Legend

1 - Lowest Ranked  
4 - Highest Ranked

## Weighting

1 - Low  
2 - High  
3 - High



# Capital Approval

Capital Approval is required in order to complete York Street Park Design and Construction

- Waterfront Toronto's policies and procedures provide for Capital Approvals to be obtained:
  1. After design has reached at least 30% completion in accordance with standard industry practice
  2. When planned investments exceed \$5 Million
- Capital Approval is required as Design and Construction of the project is estimated to be \$15.04 Million, including both environmental remediation and landscape costs as illustrated on the following slide.

# Capital Budget & Sources of Funding



| Budget Allocation                                                 | Landscape Budget (\$ Millions) | Environmental Budget (\$ Millions) |
|-------------------------------------------------------------------|--------------------------------|------------------------------------|
| Hard Construction Costs                                           | \$ 8.36                        | \$1.59                             |
| Soft Costs (design, consulting, project management and approvals) | \$ 2.41                        | \$.38                              |
| Contingency (Construction and Soft Costs)                         | \$ 1.73                        | \$.33                              |
| Non-recoverable Harmonized Sales Tax                              | \$ .21                         | \$.04                              |
| <b>Total Estimated Capital Cost</b>                               | <b>\$ 12.71</b>                | <b>\$2.33</b>                      |

**\$15.04 Million Total**

| Sources                            | Landscape Funding (\$ Millions) | Environmental Funding (\$ Millions)* |
|------------------------------------|---------------------------------|--------------------------------------|
| City of Toronto Delivery Agreement | \$ 12.71                        | \$2.33*                              |
| <b>Total Sources of Funds</b>      | <b>\$ 12.71</b>                 | <b>\$ 2.33*</b>                      |

\*This project is fully funded by the City of Toronto, Parks Forestry and Recreation via a delivery agreement which is pending an amendment for environmental remediation costs. Amendment to the Delivery Agreement will be completed post tendering, based on the value from the winning bid.

**WHEREAS** the Corporation is the Project Delivery Agent for the York Street Park Design and Construction (the “Project”) on behalf of City of Toronto (the “City”);

**WHEREAS** the Project was approved as part of the 2020/21-2024/25 Rolling Five-Year Strategic Plan with planned expenditure totaling \$12.71 Million;

**ON MOTION** duly made, seconded and carried, be it **RESOLVED** that the Board of Directors approves:

- a) the proposed capital investment in the Project of \$15.04 Million, which represents an additional \$2.33 Million from that which was previously approved as part of the 2020/21-2024/25 Rolling Five-Year Strategic Plan **SUBJECT TO** execution of an amended Delivery Agreement with the City in form and substance satisfactory to Management; and
- b) Management’s recommendation that the Project be tendered using the General Contractor – Lump Sum Tender method due to cost certainty, overall cost and schedule compliance.

# Thank You

info@waterfronttoronto.ca

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**Item 15 – Draft Resolution Arising from the Closed Session**

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- A. ON MOTION** duly made by [●] and seconded by [●] and carried, it was **RESOLVED** that the Minutes of the Closed Session of the Board of Directors meeting held on May 27, 2020 be approved, as tabled.
- B. ON MOTION** duly made by [●] and seconded by [●] and carried, it was **RESOLVED** that the Year-end Performance Assessments for the Chief Executive Officer - August 19, 2019 – March 31, 2020 and compensation for April 1, 2020 to March 31, 2021 be approved, as tabled.