



Corporate Plan 2018/2019

WATERFRONTToronto

December 7, 2017



This is the beginning, just the beginning, of an important conversation for our city and for cities around the world.

John Tory, Mayor of Toronto

Discussing Waterfront Toronto's invitation to the public to envision a waterfront that serves as a hub for sustainable development and urban innovation



August, 2017: Set-up for a public engagement event designed to inform Torontonians about transformational plans for the Port Lands and invite their input.



“

Effective community engagement is essential to creating a thriving waterfront that works for everyone. Consulting meaningfully with the public isn't just a step in the process, it's at the heart of everything we're trying to do.

Will Fleissig, Waterfront Toronto CEO

Waterfront Toronto CEO Will Fleissig (middle), Sidewalk Labs CEO Dan Doctoroff (right), and moderator Denise Pinto (left) listen to a question at a November, 2017 town hall meeting on Quayside.



Members of the public at the pop-up public engagement event about the Port Lands.

To transform 800 hectares of underutilized former industrial land into beautiful, sustainable mixed-use communities and dynamic public spaces. ”

Waterfront Toronto's 25-year mandate

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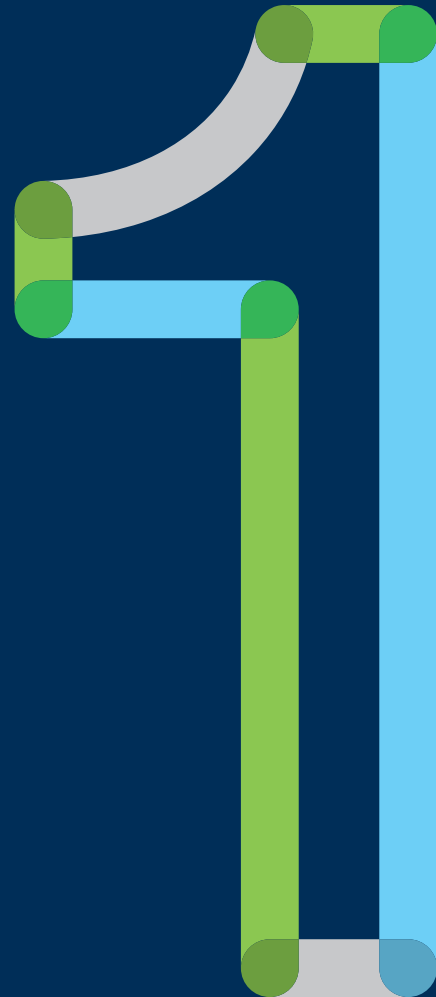
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SECTION 1 / VISION



Where the city meets the lake



Waterfront Toronto's vision is of a waterfront that belongs to everyone.

To realize that vision, we're working hard and listening hard. We're putting extensive and authentic public consultation at the heart of our work, and vetting our infrastructure and environmental plans with the world's top experts. We know that getting the waterfront right means getting it right for everyone.

This section shares perspectives from Waterfront Toronto's CEO and Chair, and lays out some of the strategic ideas that are guiding us as we continue working with Torontonians to make the lakeshore an even more vibrant and connected part of the city.

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The stakes of our choices in the next 20 years couldn't be higher. Cities must use their assets—emerging technologies, talented people, natural features, and political will—as a springboard to more sustainable ways of living.



Will Fleissig, President & CEO of Waterfront Toronto

A message from Will

The urgent challenges cities face today call for new models of partnership and collaboration. Whether the goal is responding to climate change, promoting inclusive economic growth, building more affordable homes, supporting mobility, or building social capital, siloed thinking and action can't take us where we need to go.

We need creative, coordinated action that draws the best tools and insights from every sector of our society: residents and businesses, universities and government, designers and technologists.

Waterfront Toronto was built for this. Seventeen years ago, at a very different time in the life of our city, three orders of government entered into an innovative partnership. They formed a new organization mandated to deliver transformative waterfront revitalization through shared investment, cross-sectoral partnerships, and genuine community engagement.

The power—and remarkable foresight—of this model is clear. Waterfront Toronto has delivered 28 kilometres of critical infrastructure, nearly 3,000 new housing units (almost 600 of them affordable), and 90 acres of new parks and public spaces—from Corktown Common in the West Don Lands to the redesigned Queens Quay. Places once abandoned now ring out with the life of the city.

Today, Waterfront Toronto is adding to this fabric of inviting spaces by the lake, and we're also embarking on a new phase of work. We're beginning to advance two transformational projects that urbanists are calling game-changers in the history of the city. Our plan for the Port Lands will unlock enormous economic value while enhancing Toronto's resilience to extreme weather and creating complete communities (see p. 24).

And Quayside will use advanced technology and cutting-edge building methods to create the neighbourhood of the future: green, affordable, accessible, and people-centred (see p. 34).

Why this bold new approach, and why now? The stakes of our choices in the next 20 years couldn't be higher. Cities must use their assets—emerging technologies, talented people, natural features, and political will—as a springboard to more sustainable ways of living. Our waterfront can be the testing ground for these new ideas, so that the lessons we learn can be applied in neighbourhoods across Canada and around the world.

This moment of urgency and possibility arrives just as Toronto is turning a corner as a mature global city. Uniquely diverse, exceptionally open, and teeming with talent, our city has been attracting notice—not to mention people and investment—as a centre of energy and optimism at a time of widespread uncertainty.

Waterfront Toronto is ready to act as a catalyst, investor, steward, and partner at this critical time. The context has changed since our founding. And the scale of our ambitions has grown. But the same idea remains at the heart of everything we do. We're working alongside Torontonians and Canadians to make the waterfront—neglected in the 20th century, essential to the 21st—a place where people come together to delight in the city and everything it makes possible.

Will Fleissig, President & CEO

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Guided by the legacy of great city-builders, informed by residents, supported by governments and working with diverse partners, we are creating an exceptional waterfront that Torontonians and all Canadians can be proud to call their own.



Helen Burstyn, Chair of Waterfront Toronto's Board of Directors

A message from Helen

The vision described in this year's corporate plan is the boldest Waterfront Toronto has ever presented. It's a big vision, but on a human scale—designed to create a connected, walkable, livable waterfront that belongs to everyone.

Like most great cities, Toronto has its share of iconic buildings and grand monuments that are legacies of its past. But Toronto is also a people city, and much of our unique character comes from visionary city-builders such as Jane Jacobs, whose dedication to people-first planning is woven into the DNA of our modern city and its strong neighbourhoods. No great building or master plan could ever be as powerful a force for urban vitality and innovation as the simple idea that a city grows best when it grows around the needs and priorities of the people who live there.

Waterfront Toronto is working with partners and neighbourhoods to begin a new phase of revitalization along the water's edge. The work we're doing now will boost our mobility and connectivity, spur our growth and resilience, and protect waterways and natural spaces—all while reflecting the values of welcome and inclusion that draw more than 80,000 new people here every year.

Success in realizing the ambitious projects we're launching this year will rest on two

pillars. One is the strength of Waterfront Toronto itself, which is actively building its capacity—its staff team, systems and processes, tools and technology—to deliver on its mandate. The other is the strength of Waterfront Toronto's relationships with communities. In the year ahead, the organization will be consulting broadly, engaging neighbours and partners in honest and inclusive conversations about what inspires them and concerns them about their city.

I am fortunate to serve on the Board of Directors of Waterfront Toronto alongside a group of remarkable civic leaders who bring a wealth of experience and a range of perspectives to the governance of this organization. Guided by the legacy of great city-builders, informed by residents, supported by governments and working with diverse partners, we are creating an exceptional waterfront that Torontonians and all Canadians can be proud to call their own.

Helen Burstyn, Board Chair

Who we are

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

Mandate

Our organization was established in 2001 by the Government of Canada, the Province of Ontario, and the City of Toronto to unlock the social and economic potential of the waterfront. Our mandate has been to apply best practices in urban revitalization—from new technology and infrastructure to leading strategies in design and sustainable development—to over 800 hectares of underutilized land along Lake Ontario.

Record

So far, we’ve led or catalyzed 2.5 million square feet of development along the waterfront, adding affordable housing, commercial space, aquatic habitat, critical infrastructure, and beloved public spaces. Our projects have included the West Don Lands, Corktown Common, Underpass Park, Sugar Beach, Sherbourne Common, Queens Quay, the Port Lands, Jack Layton Ferry Terminal, and The Bentway.

Strategic Initiatives: Leading on urban innovation

Toronto’s waterfront isn’t just an area with untapped potential for development. It’s one of the most exciting city-building opportunities on earth: a place where promising ideas for affordability, liveability, and sustainability can be tested, refined, showcased, and scaled.

This year, Waterfront Toronto will continue to advance strategic initiatives that explore the potential of our waterfront to not only enhance life in Toronto, but to contribute to the urgent global conversation about how to create better cities. We’re part of a worldwide community of practice that’s using design, technology, and sustainability principles to support dense, vibrant urban communities that are as friendly to people as they are to the planet.

Sustainability. We’re working with partners like C40 Cities to craft plans to reduce our greenhouse gas emissions to less than zero, and to strengthen our green building requirements.

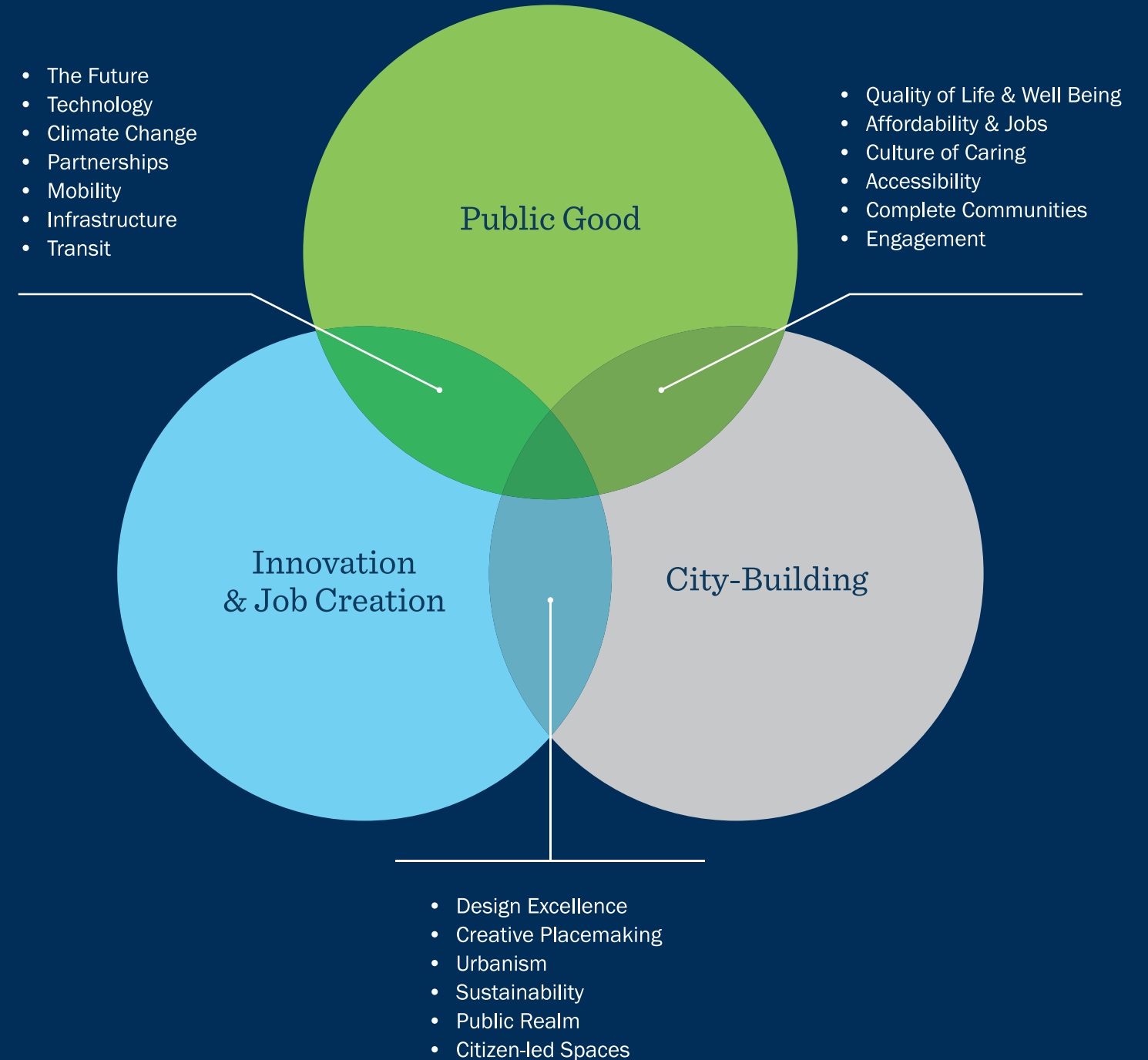
Connectivity. We’re working with Beanfield Metro-connect to expand public Wi-Fi across more public spaces and facilities along the waterfront.

Affordability. We’re looking at a range of financing, partnership, and development models that could create more affordable housing, faster.

Innovation. We’re working with partners to create an urban innovation lab on the Quayside site, so the area can serve as an interim hub for city-building collaboration even as Torontonians engage in dialogue about what the area should eventually become.

Areas of focus

To create a waterfront that supports the outcomes that matter to Canadians, we’re thinking and building at the intersections of innovation and job creation, city-building, and the public good.



Our board

Waterfront Toronto's Board of Directors is made up of 12 members, including a Chair, jointly appointed by the three orders of government. Our Directors are highly engaged in the Corporation's activities and ensure that our mandate is delivered in an accountable and transparent manner.

Helen Burstyn

Chair of the Board of Directors

Appointed by the Province of Ontario from February 24, 2016 to February 24, 2019

Designated as Chair of the Board of Directors on January 1, 2017

Mohamed Dhanani

Special Advisor to the President, Ryerson University

Appointed by the City of Toronto from April 1, 2016 to March 31, 2019

Stephen Diamond

President and CEO, DiamondCorp

Appointed by the City of Toronto from April 1, 2016 to March 31, 2019

Meric Gertler

President, University of Toronto

Appointed by the Province of Ontario from November 16, 2016 to November 15, 2019

Susie Henderson

President, Balance Infrastructure & Investments Inc.

Appointed by the City of Toronto from April 1, 2016 to March 31, 2019

Julie Di Lorenzo

President, Diamante Urban Corp

Appointed by the Province of Ontario from November 4, 2015 to November 4, 2018

Ross McGregor

Former President & CEO, Toronto Region Research Alliance

Appointed by the Province of Ontario from June 16, 2016 to June 10, 2019

Denzil Minnan-Wong

Deputy Mayor for the City of Toronto City Councilor for Ward 34, Don Valley East

Appointed by the City of Toronto from December 2, 2014 to November 30, 2018

Mazyar Mortazavi

President & CEO, TAS

Appointed by the Government of Canada from January 1, 2017 to December 31, 2019

Sevaun Palvetzian

CEO, CivicAction

Appointed by the Government of Canada from December 1, 2016 to November 30, 2019

Janet Rieksts-Alderman

Managing Director, BRG's Global Capital Projects

Appointed by the Government of Canada from December 1, 2016 to November 30, 2019

Jeanhy Shim

President and Founder, Housing Lab Toronto

Appointed by the Government of Canada from June 7, 2017 to June 6, 2020



Public officials and members of the Waterfront Toronto Board of Directors at the official launch of the Sidewalk Toronto partnership. From left: Jeanhy Shim (and daughter, Maya), Mohamed Dhanani, Ross McGregor, Helen Burstyn, Prime Minister Justin Trudeau, Susie Henderson, Janet Rieksts-Alderman, Ontario Premier Kathleen Wynne, Mark Wilson (past Chair), and Toronto Mayor John Tory.

Management team

Executive Team

William Fleissig
President and CEO

Meg Davis
Chief Development Officer

David Kusturin
Chief Project Officer

Marisa Piattelli
Chief Strategy Officer

Lisa Taylor
Chief Financial Officer

Chris Glaisek
Senior Vice President,
Planning and Design

Leslie Gash
Vice President, Development

Julius Gombos
Vice President, Project Delivery

Kristina Verner
Vice President, Innovation,
Sustainability, and Prosperity

Ian Beverley
General Counsel

Senior Staff

Edward Chalupka
Director, Government Relations

Sampada Chandane
Director, Financial Management

Erik Cunnington
Director, Development

Rose Desrochers
Director, Human Resources
and Administration

Meggen Janes
Director, Soil and Groundwater
Management & Brownfield Approvals

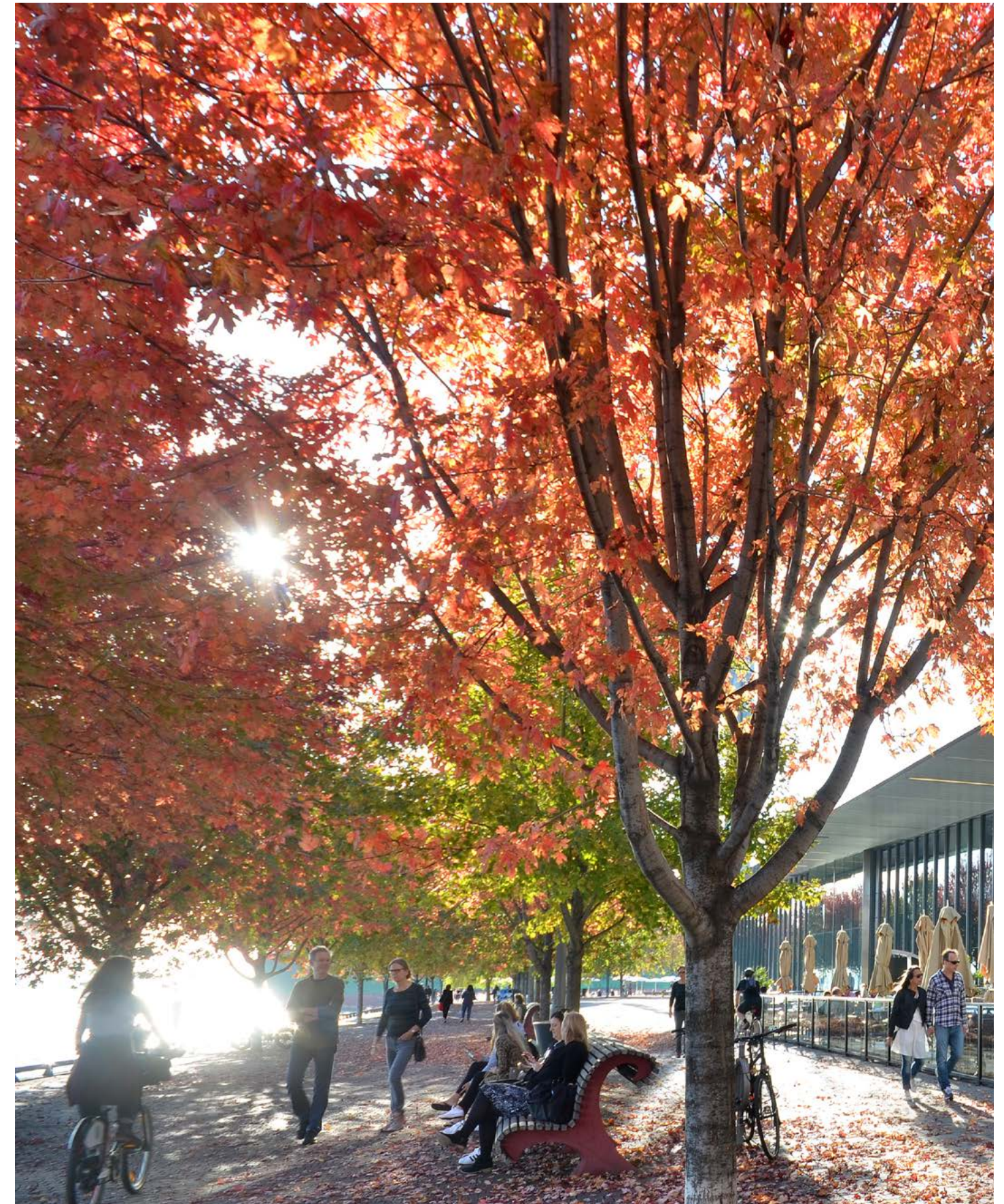
Simon Karam
Project Director

Pina Mallozzi
Director, Design

Kevin Newson
Director, Procurement

Amanda Santo
Director, Development

Mary Anne Santos
Director, Financial Planning



Looking west along the Water's Edge Promenade in East Bayfront.

SECTION 2 / PROJECTS



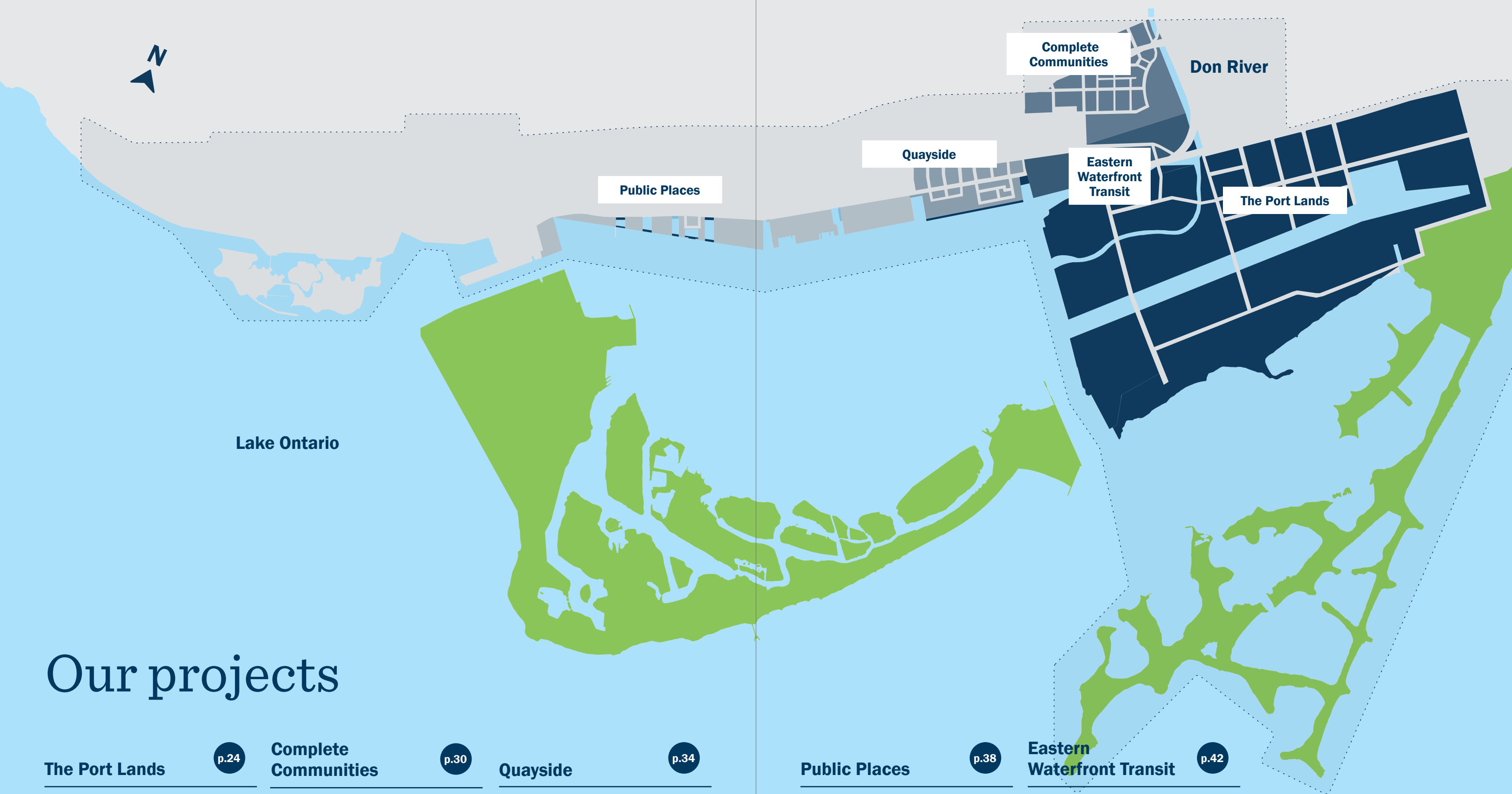
Where innovation meets the public good



Over the past 17 years, Waterfront Toronto projects—from Corktown Common to the revitalized Queens Quay to The Bentway—have already begun to change our city for the better, enhancing our quality of life and our economic wellbeing.

Today, we're embarking on two major initiatives—the Port Lands and Quayside—that hold the potential to transform our city and establish Toronto as a global leader in urban innovation.

This section describes our five key areas of focus in 2018/19, and the concrete steps we're taking toward success in each one.



Our projects

The Port Lands

p.24

An area as big as downtown available for innovative, sustainable development. We're making it usable by undertaking large-scale flood protection work.

Complete Communities

p.30

We're planning and partnering to ensure that new neighbourhoods along the waterfront are liveable places that work for people and enhance the city.

Quayside

p.34

An innovative neighbourhood where Toronto has an opportunity to set new precedents in affordability, sustainability, mobility, and prosperity.

Public Places

p.38

We've already helped to create more than 90 acres of new parks and public spaces by the lake. This year, there will be even more great places to gather.

Eastern Waterfront Transit

p.42

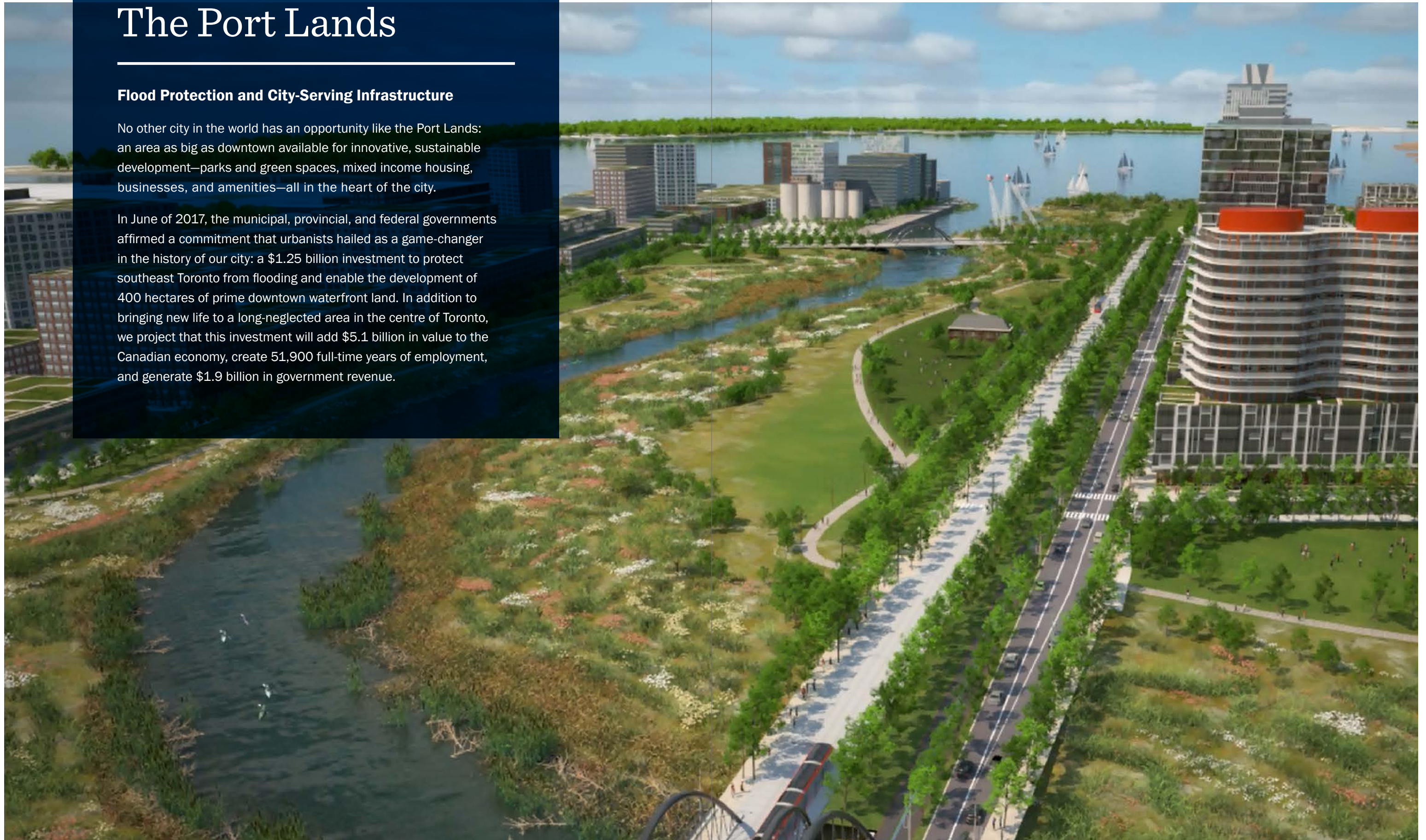
Better waterfront transit service is coming. Momentum is gathering for improved mobility along the lakeshore—from Woodbine Avenue to Etobicoke.

The Port Lands

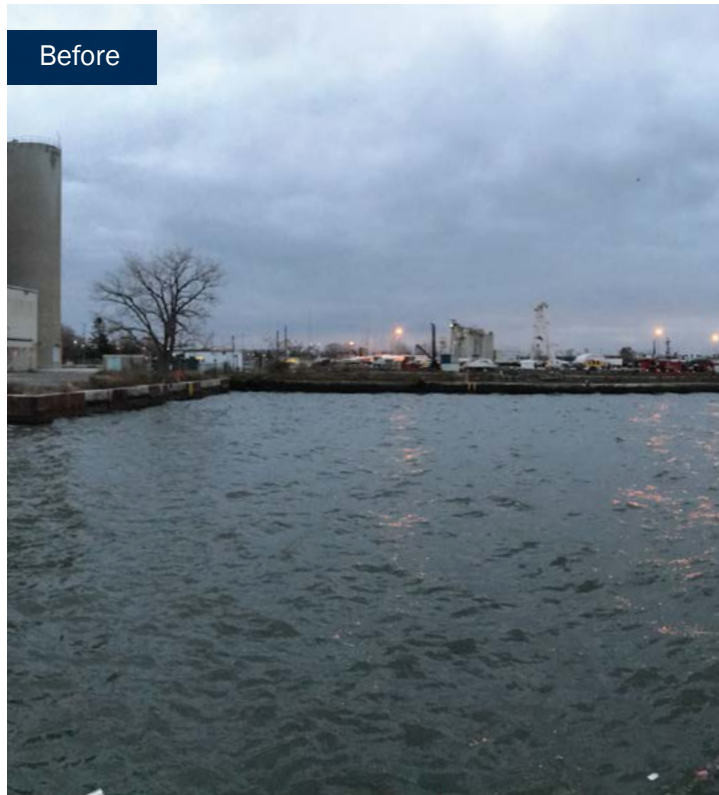
Flood Protection and City-Serving Infrastructure

No other city in the world has an opportunity like the Port Lands: an area as big as downtown available for innovative, sustainable development—parks and green spaces, mixed income housing, businesses, and amenities—all in the heart of the city.

In June of 2017, the municipal, provincial, and federal governments affirmed a commitment that urbanists hailed as a game-changer in the history of our city: a \$1.25 billion investment to protect southeast Toronto from flooding and enable the development of 400 hectares of prime downtown waterfront land. In addition to bringing new life to a long-neglected area in the centre of Toronto, we project that this investment will add \$5.1 billion in value to the Canadian economy, create 51,900 full-time years of employment, and generate \$1.9 billion in government revenue.

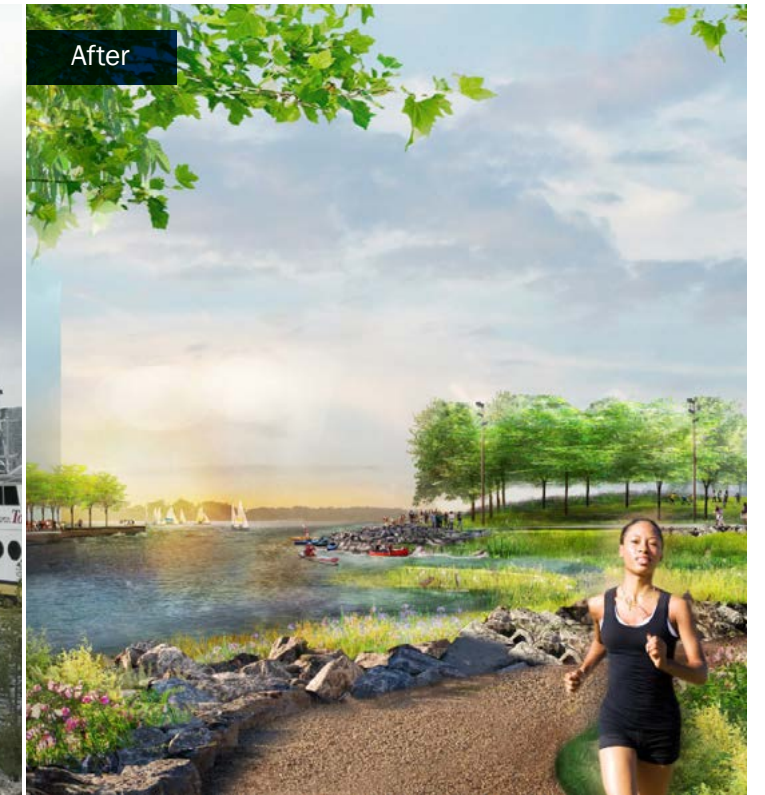
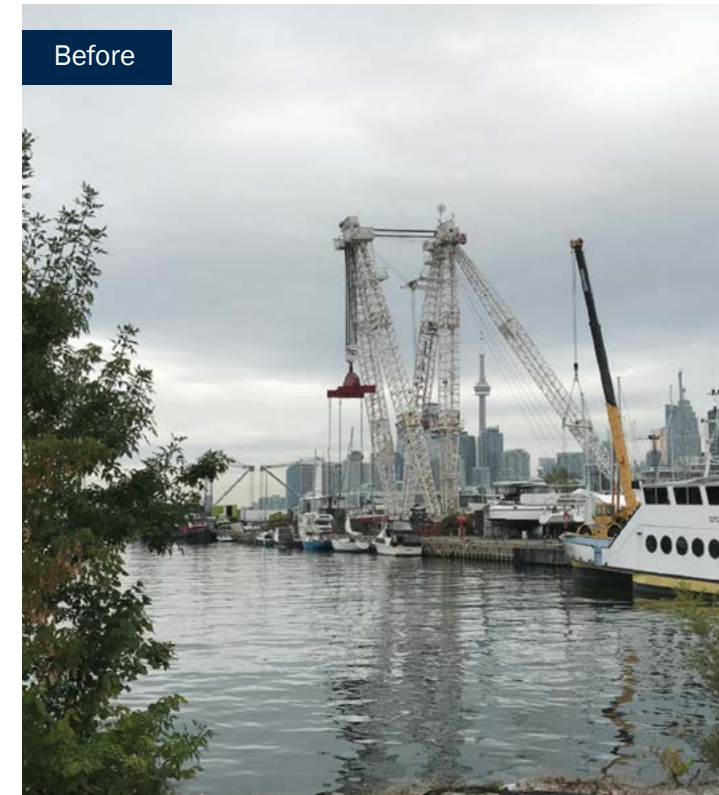


Looking west along the new river valley to the new Cherry Street Bridge and renaturalized mouth of the Don.



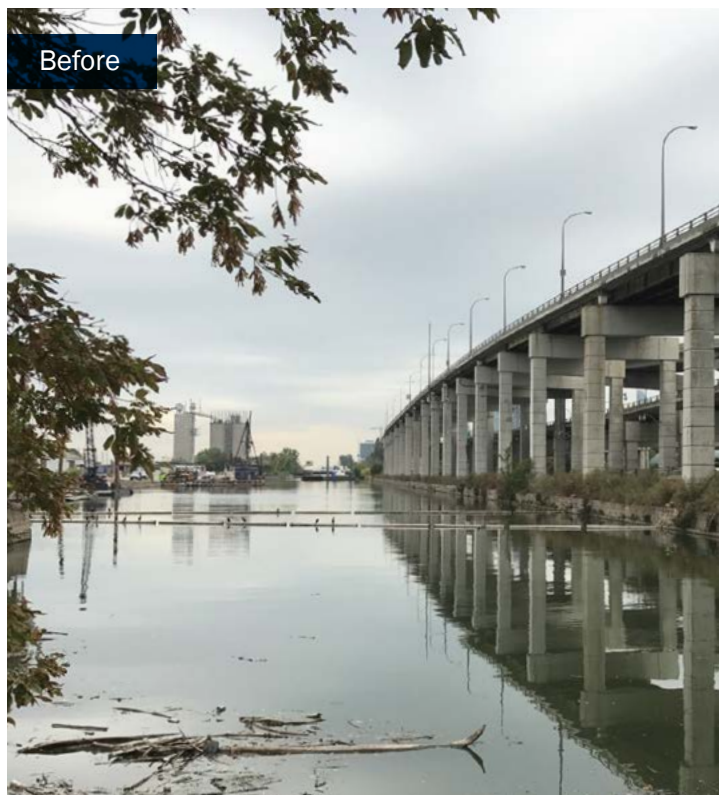
Cherry Street

Looking southeast at North Cherry Street Bridge and realigned/new transportation



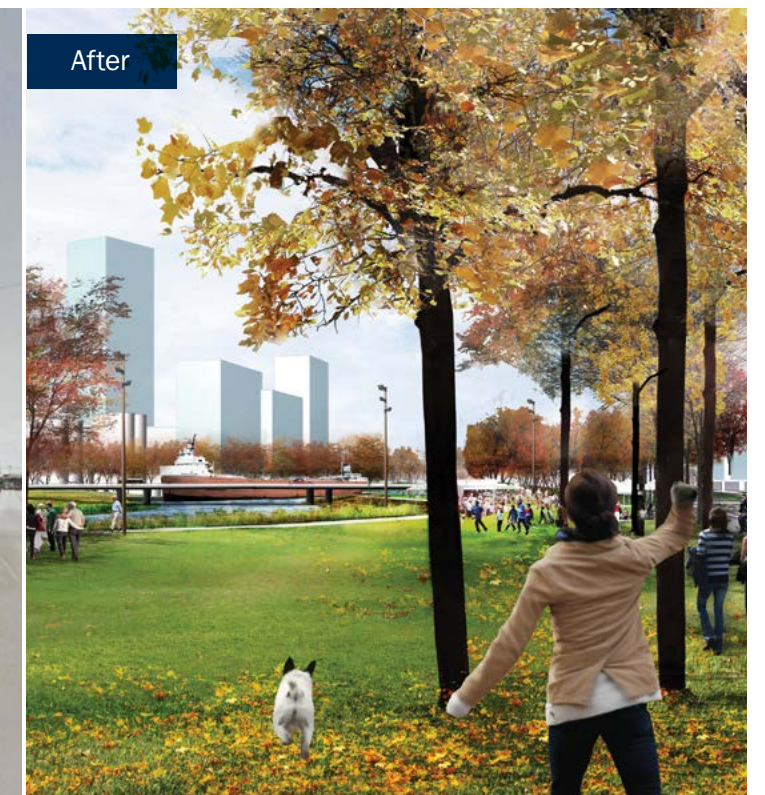
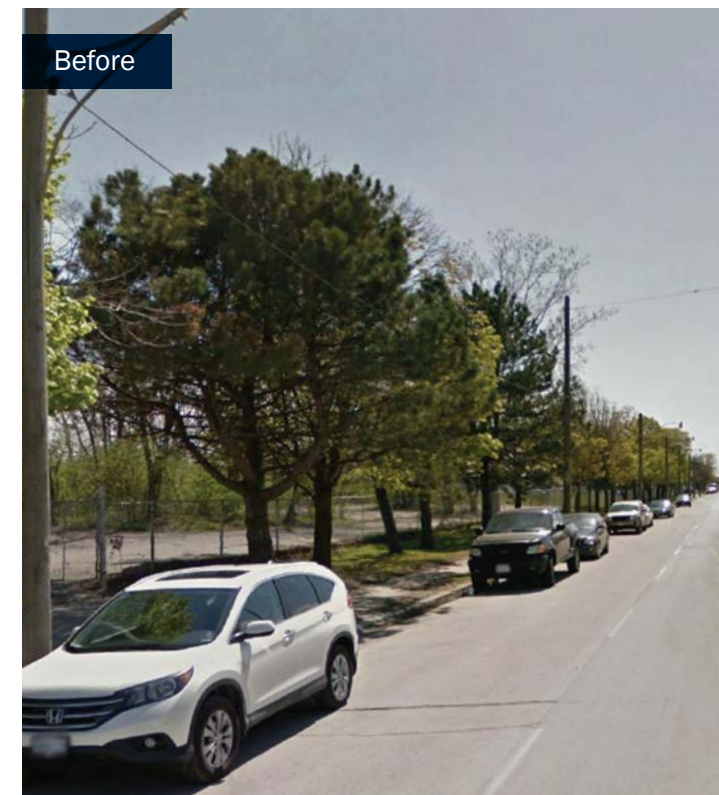
Don River

Looking west across the naturalized mouth of the Don River



Keating Channel

Looking west at vibrant public space along Keating Channel



Commissioners Street

Looking west across new neighbourhood parks along Commissioners Street

The Port Lands

Progress



Funding:



Flood Protection and City-Serving Infrastructure

210.0m

Cherry Street Stormwater and Lakefilling Infrastructure

38.8m

Total investment this year:

= \$248.8m



Key partners:

- Government of Canada
- Province of Ontario
- City of Toronto
- Toronto and Region Conservation
- Infrastructure consulting from Rijkswaterstaat, the Dutch Ministry of Infrastructure and Water Management

2018/19:

This year, we're...

- Continuing the detailed designs for planned flood protection measures, such as the river valley and parks, as well as roads and bridges.
- Carrying out important preliminary steps, including a comprehensive risk assessment and timely engagement with people and businesses who might be affected by our construction works.
- Beginning excavation of the river valley—the first step toward creating a new pathway for water to flow in a safe, contained way from the river into Lake Ontario.

History:

The story so far

In the early 1900s, Toronto filled in the wetland now known as the Port Lands to make space for growing industry—and redirected the Don River with an unnatural hard turn. Today, the area holds enormous potential to enhance the life and prosperity of our city. To realize that potential, we need to rehabilitate the health of the soil and protect the area from flooding by restoring and enhancing the natural flood protection capacity that once existed at the mouth of the Don.

“This flood protection landform radically alters the river’s environmental health, as well as the linear industrial geography of the Port Lands and therefore the destiny of the city. It is a project for the ages that will deservedly draw the attention of the world’s great cities.”

John Lorinc, Spacing Magazine, June 29, 2017

Complete Communities

Holistic planning for thriving neighbourhoods.

Through careful planning and smart partnerships, we're helping Toronto make the most of the large parcels of land available for development along the waterfront—ensuring that they become liveable communities that work for people and enhance the city.

Neighbourhoods that let residents work, play, shop, and access services close to home are good for people and the planet. They foster social ties, cut carbon emissions from vehicles, and let people spend less time commuting and more time being productive and having fun. In the lands along Toronto's waterfront, we're planning connected communities that are good at meeting residents' needs—and we're working with developers, community agencies, and governments to bring them to life. In addition to housing and commercial space, these areas will have services like child care and elder supports, and offer good transportation links to the rest of the city.



The Water Guardians by Jennifer Marman and Danial Borins create a playful environment on the Front Street Promenade in the West Don Lands.

Complete Communities



Funding:

Stormwater System	19.9m
Queens Quay East and Parliament Street Intersection	16.1m
Bayside	10.9m
Queens Quay—Bay to Spadina	2.6m
Other projects; Including construction of streets, and related planning approvals	1.9m
West Don Lands	1.5m
Dockside	1.3m
Environmental assessment for flood protection at Broadview and Eastern	0.8m



Total investment this year:

= \$55.0m

2018/19:

This year, we're...

- Adding parks and green space to the new East Bayfront neighbourhood around the foot of Sherbourne Street. Residents began moving into the area's developments last year.
- Completing work on a stormwater system to serve East Bayfront and the surrounding area: we're installing treatment equipment, electrical systems, pipes, and mains. This work will keep stormwater runoff, which often contains oil and silt, from reaching the lake.
- Finalizing precinct plans (designs for complete communities) for a number of areas, including Villiers Island.
- Obtaining municipal approvals, completing environmental assessments, seeking building permits, and working with developers—in short, taking all the governmental and regulatory steps required to bring complex developments to life.
- Doing road work to better link the Port Lands, including Quayside, to the city. Currently, Queens Quay veers away from the water at Parliament Street. We're working to straighten this intersection, extending Queens Quay eastward to the Port Lands and drawing Parliament toward the water. Specific activities for 2018/19 include environmental and geotechnical investigations, and any necessary land acquisitions.

History:

The story so far

Unlike much of Toronto, the waterfront still has large parcels of land available for revitalization. These areas have been underutilized, often due to contamination from past industrial use. It's rare for a big city like Toronto to have opportunities to develop large areas so close to downtown—as opposed to building infill. Making the best possible use of these waterfront parcels is vital to our city's future.

Quayside

A new kind of neighbourhood, harnessing innovation and technology for the public good.

We're working with Torontonians and Canadians to imagine and build a neighbourhood that will combine forward-thinking, people-centred urban design and advanced digital technology to achieve new levels of sustainability, affordability, mobility, and economic opportunity.

As a partnership of three orders of government, Waterfront Toronto acts on behalf of the public. We're collaborating with Sidewalk Labs, through a joint effort called Sidewalk Toronto, to envision precedent-setting approaches to building sustainable, inclusive, and prosperous communities. Building on the strength of Toronto's already-thriving tech sector, we're also working to create a global hub for a new industry focused on urban innovation—an emerging field that's capable of developing smart, scalable ideas to improve the quality of city life not only in communities across Toronto but in urban centres around the world. As we collaborate with Sidewalk Labs, we remain guided by and committed to the partners and stakeholders at the heart of everything we do: Torontonians and all Canadians.

Quayside has the potential to reveal promising directions for 21st century urban development. We're inviting Torontonians to help us imagine a community that combines new technology with the best insights from past experience—drawn from thriving cities around the world, and from beloved neighbourhoods here in Toronto.



An artist's rendering included in Sidewalk Labs' vision response to our Quayside Innovation and Funding Partner Request for Proposals.

Quayside

Total investment this year:

= \$3.8m

Resources:

Vital first steps

Complementing Waterfront Toronto's investments in Quayside this year, our innovation and funding partner Sidewalk Labs has committed to fund up to \$50 million (USD) for an initial phase of public engagement, joint planning, and pilot project testing.

The scale of this support indicates the strength of Sidewalk Labs' commitment to an inclusive visioning process for Quayside. It's also one more case of Waterfront Toronto enhancing the impact of public investments by combining them with private-sector resources to realize the full potential of the extraordinary development opportunities along Toronto's lakeshore.



Key partner: Sidewalk Labs

2018/19:

This year, we're...

- Undertaking intensive community and stakeholder engagement and consultation about the future of Quayside. In addition to meeting with residents at town halls, pop-ups and other events, we're having conversations with the City, the TTC, utilities and other important stakeholders. So far, what we're hearing is that affordability, data privacy, and meaningful public input on planning are top concerns; in the months ahead, the consultation agenda will continue to take shape in live gatherings and online.
- Considering, in partnership with Sidewalk Labs, a range of sustainability options related to construction, engineering and operations on the Quayside site, and how some of these innovations may apply to the broader eastern waterfront.

History:

The story so far

Quayside is a specific area of land largely owned by Waterfront Toronto and the City of Toronto, and located in a historically underutilized area near the foot of Parliament Street. Quayside has also become shorthand for a developing vision for the area, and an associated implementation plan. Last year, Waterfront Toronto called for innovative ideas about how to plan, fund, and build a new kind of complete community by the lake. We invited proposals that would support mobility, inclusion, affordability, prosperity, sustainability, liveability, and great design. Sidewalk Labs made the most compelling proposal, and we've agreed to start exploring the future of Quayside in greater detail together—in consultation with Torontonians.

“Sidewalk Toronto will transform Quayside into a thriving hub for innovation and a community for thousands of people to live, work, and play.”

Prime Minister Justin Trudeau

Public Places

A network of inviting parks, pathways, and facilities—all connected by a growing web of transportation links.

From green spaces and promenades to major facilities like the Jack Layton Ferry Terminal, we're creating a waterfront whose friendly and interconnected spaces make it easier to move along the lakeshore—and more fun to stroll and explore.

Working with design experts and community organizations, we're developing playgrounds, marine infrastructure, and other public facilities that respond to local needs while enhancing the wider urban landscape. We believe the network of spaces by the water will serve the public best if they're functional, beautiful, and connected. That's why in addition to creating places that are a joy to spend time in, we're optimizing opportunities for active movement, incorporating transit and bike-shares, and building better links between land and water transportation. We're also holding design and public art competitions that draw out the most compelling visions for gathering places along the entire length of the waterfront.



Looking south to the pedestrian bridge by the new Jack Layton Ferry Terminal

Public Places



Funding:



Public Art	3.5m
The Bentway	2.2m
Jack Layton Ferry Terminal	1.0m
Parks (York Street, Rees Street)	0.9m
Other	0.2m

Total investment this year:

= \$7.8m

2018/19:

This year, we're...

- Completing construction on the first phase of the Jack Layton Ferry Terminal—the gateway to the Toronto Islands, one of the city’s best used and best loved natural spaces.
- Getting The Bentway ready for public use—installing lighting, improving landscaping along the path, and adding amenities like the new skating trail. This long-neglected space will come alive in 2018.
- Soliciting creative visions from planners, designers, and artists for new waterfront destinations, including two new parks and a public art piece.
- Receiving City approval of the Villiers Island Public Art Strategy (to be appended to the Precinct Plan) and beginning to implement the Villiers Island Public Art Plan.

History:

The story so far

Since 2001, we’ve helped to transform 90 acres of waterfront land from empty, underutilized space into vibrant public gathering places—like Sherbourne Common, Underpass Park, Corktown Common, and the revitalized Queens Quay—that attract and connect Torontonians, and warmly welcome visitors from across Canada and around the world.

“Waterfront Toronto’s parks are incredible. Corktown Common is Toronto’s best new public space.”

Norman Di Pasquale, Steering Committee Member, Waterfront for All

Eastern Waterfront Transit

Fuelling waterfront revitalization with reliable, convenient transportation.

To support a vibrant urban waterfront, we're working with partners to make it easier to get down to the water's edge, and easier to move along the lakeshore—from the Eastern Waterfront (Woodbine Avenue) to Etobicoke.

Better waterfront transit service is coming, and we've laid some important groundwork for it over the last several years. We've completed environmental assessments for transit to East Bayfront, the West Don Lands, and the Port Lands. More recently, we've been working with the City and other partners to develop plans for a waterfront transit network that will meet the needs of growing neighbourhoods, commercial areas, and employment clusters right across the city's lakeshore. Transit planning is never simple. But we believe progress on waterfront transit is set to accelerate because so many stakeholders now share a strong commitment to finalizing and executing an effective strategy for improving access and mobility along the lake.



Artists' rendering of completed Queens Quay East revitalization in East Bayfront.

Eastern Waterfront Transit

Total investment this year:

= **\$0.3m**

2018/19:

This year, we're...

Focused on creating a good transit link between Union Station and the waterfront. Over the medium term, we're planning to deliver much enhanced service between Union Station and multiple waterfront destinations. However, since assembling the necessary funding and constructing the infrastructure will take several years, for now we're working on a near-term option that will enhance the service and convenience of the Bay Street bus. This year we're also undertaking some due diligence work aimed at assessing and selecting the best longer-term solutions.

History:

The story so far

For many years, transit planning along the waterfront was fragmented and incremental. A couple of years ago, leaders agreed that it was time to think more comprehensively about mobility near the lake. In 2016, City staff and others took stock of all the existing plans and studies, seeking to identify and combine the best ideas. In 2017, we were part of a collaboration that developed an integrated, waterfront-wide transit strategy; it proposes a network that will run along the lake from Woodbine Avenue to Etobicoke, and serve new waterfront neighbourhoods in the centre of the city. The strategy will be presented to Toronto City Council for approval early in 2018.



The 514 Cherry route opened in 2016. The first new streetcar line introduced in 16 years, it was completed as part of the West Don Lands plan.

SECTION 3 / FINANCIALS



Where vision meets action



The people of Toronto, Ontario and Canada are making big investments in the ambitious waterfront renewal projects described in this plan.

Waterfront Toronto is committed not only to the careful and transparent management of public funds, but to designing the team, processes, and systems that will let us generate the greatest possible public benefit with the resources entrusted to us.

This section lays out how our capital investments are being deployed this year, and how we're adapting our organization to deliver strong results as we get two exceptionally ambitious initiatives—the Port Lands and Quayside—underway.

Capital investment plan

(based on current committed projects and associated funding)

Corporate Plan Page #	Priority Initiatives	2018/2019 Planned Investment	Estimated Investment to March 31, 2018	Balance of Capital Investment	Total Capital Investment 2003/04 through 2023/24
24	The Port Lands ^a	\$ 248.8	\$ 66.2	\$ 935.0	\$ 1,250.0
30	Complete Communities	55.0	488.6	129.5	673.1
34	Quayside	3.8	1.9	8.1	13.8
38	Public Places	7.8	69.8	32.2	109.8
42	Eastern Waterfront Transit	0.3	17.7	-	18.0
14	Strategic Initiatives	0.7	8.1	26.9	35.7
52	Core Support Functions ^b	8.2	55.2	19.1	82.5
Waterfront Toronto Total		\$ 324.6	\$ 707.5	\$ 1,150.8	\$ 2,182.9

a The Port Lands is an area of particular focus this year, as we begin to allocate a combined public investment of \$1.25 billion that will roll out through 2028. The \$249 million directed to the Port Lands in 2018/19 represents 77% of our total capital investment for the year. Learn more about this major project on pages 24 through 29.

b As we mobilize to deliver on our five key priorities this year, we're investing in the team and processes that will support our success. See pages 50 through 52 for more information.

Actual expenditures associated with the implementation of this Corporate Plan will be made in accordance with the processes and signing authorities set out in the Corporation's Delegations of Authority, which have been approved by the Board of Directors.

Figures are in \$ millions

Corporate operating budget

	2017/18 Revised Budget	2018/19 Budget	Change from 2017/18 Revised Budget	% Change from 2017/18 Revised Budget
General and Office Administration	\$ 1.3	\$ 1.4	\$ 0.1	a 7.7%
Accountability, Governance, and Performance Measurement Initiatives	0.1	0.4	0.3	b 300%
Information Technology (IT)	0.5	0.5	-	-
Public Engagement and Communication	0.6	0.6	-	-
Human Resources (HR)	11.2	15.4	4.2	c 37.5%
Operating Budget Before Amortization	\$ 13.7	\$ 18.3	\$ 4.6	33.6%
Amortization	0.2	0.5	0.3	
Operating Budget After Amortization	\$ 13.9	\$ 18.8	\$ 4.9	35.3%

Figures are in \$ millions

Waterfront Toronto's 2018/19 operating budget is \$4.9 million (or 35%) higher than last year. The following changes explain the difference.

a

A modest expansion of our office space at 20 Bay Street in 2017/18 (see discussion under "Corporate capital budget" on p. 53) has resulted in higher operating costs for 2018/19.

b

We're now undertaking projects that are unprecedented in their scale and ambition. We're engaging experts in areas like performance measurement and risk management in order to ensure that we're well positioned for success. This year's \$0.3 million increase will go toward:

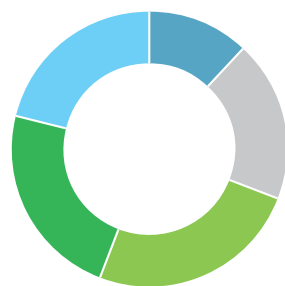
- The development and implementation of a formal, outcome-based performance measurement and reporting framework for Waterfront Toronto, and the redesign of our existing employee performance measurement system to support new, enterprise-wide key performance indicators (KPIs).
- A new enterprise content management strategy, which will rationalize our approach to digitizing and storing records, and enable us to share information more efficiently, both with colleagues and with external stakeholders.
- A detailed five-year business plan (2019/20 to 2023/24). Required by Waterfront Toronto's enabling legislation, this plan will be presented for the review and approval of our Board of Directors in December 2018.

c

Last year, we scaled back our team as we awaited greater certainty about when and how our two largest projects—the Port Lands and Quayside—would proceed. With both initiatives now moving forward, we've added essential project staff in areas such as project delivery, procurement, accountability, and public engagement. In all, our staff team has grown from 79.5 positions to 99; our annual HR spending is up by \$4.2 million.

Staff increases concentrated in key project areas

Total Headcount (99) by Project Cluster



- 25% Core Support
- 23% Other Projects*
- 21% Quayside
- 19% Port Lands
- 12% Strategic Initiatives

* Complete Communities, Public Places, and Eastern Waterfront Transit

This year, our team will expand to 99 people, with 19.5 new positions proposed as part of our human resources (HR) budget. This HR plan is designed to advance our two transformational projects—the Port Lands and Quayside—in an efficient, strategic, and cost-effective way.

- More than half of the new positions are contract roles, giving us the flexibility to scale back as the demands of certain projects diminish over time.
- All new permanent positions are fully funded through existing project budgets.
- Three-quarters of the new positions (15) are project-focused, and two-thirds (13) relate directly to the Port Lands and Quayside projects.
- Of the 19.5 positions we plan to add in 2018/19, 17.5 are at the non-executive level, with the majority (13.5) being at the professional or support staff level.

In analyzing our staff capacity, it's important to note that Waterfront Toronto leverages considerable talent and resources from outside firms. For instance, the Waterfront Toronto staff focused primarily on the Port Lands oversee contractors whose firms represent hundreds of designers, program and construction managers, and other specialists.

In addition to managing our own capital projects, Waterfront Toronto does planning work and engages with private developers to ensure that waterfront revitalization proceeds in a rational and coherent way that benefits the public. While our team's growth generally tracks with the scale of our capital projects, our staff also do a lot of work related to planning, partnerships, and community consultation that aren't directly tied to our own capital initiatives.

Core support functions

As we mobilize to deliver our five key projects (pp. 20-45), we're investing in the systems and processes that will support our success. Some of these—like our new governance and risk framework (pp. 56-57), our performance measurement framework (p. 51), and our enterprise content management strategy (p. 51)—are covered elsewhere in this section.

In addition to investments in those areas, we're also building out the technology and capabilities that will support our intensive engagement work over the next year and beyond. We're prototyping and testing consultation and engagement tools, both in person and online, and integrating these with technology to help us stay connected with partners and community members as our projects evolve. We're also working to get better at telling the story of what we do and the difference we're aiming to make; we're developing an integrated communications strategy and a new thought leadership program, including publications, workshops, and symposia.

Corporate capital budget

	2017/18 Revised Budget	2018/19 Budget	Change from 2017/18 Revised Budget	% Change from 2017/18 Revised Budget
Technology Infrastructure	1.3	0.2	(1.1)	(84.6%)
Facility Improvements	0.8	0.2	(0.6)	(75.0%)
Total Corporate Capital Budget	2.1	0.4	(1.7)	(81.0%)

Figures are in \$ millions

Notes on this year's investments

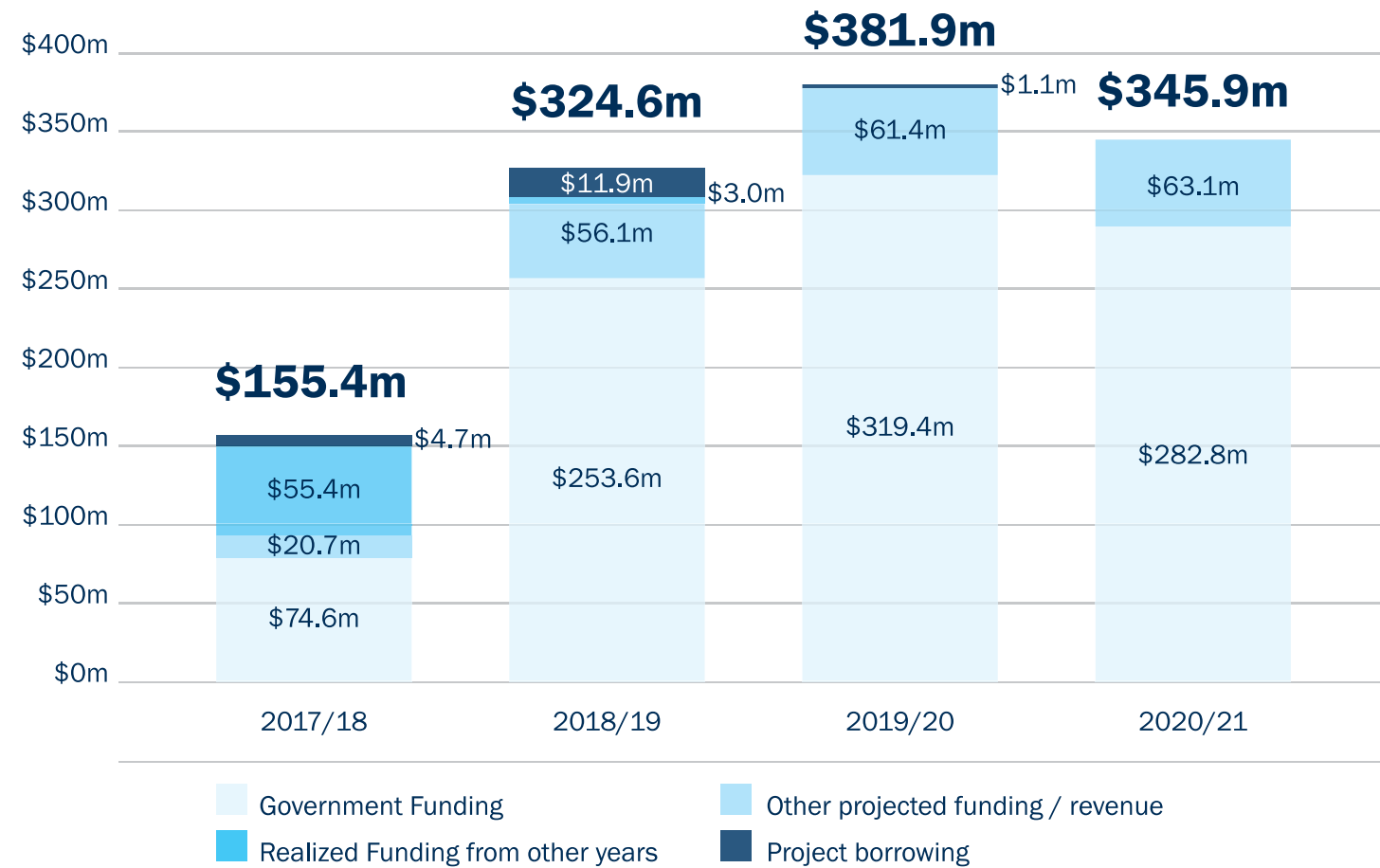
Last year (2017/18), we made significant investments in technology, infrastructure, and facilities as part of our new Organizational Resiliency Plan. For instance, we expanded our office space, implemented a new Enterprise Resource Planning (ERP) system, and made other technology-related improvements.

This year, we're on course to begin realizing the benefits of those investments. Also, since those significant expenditures are behind us, this year's corporate capital investment of \$0.4 million (2018/19) is considerably lower than last year's figure (\$2.1 million).

Outside of regular, recurring expenses, we're making two notable expenditures this year:

1. Replacing an outdated document management and storage system (SharePoint 2010) with a web-based version that's compatible with our other tools, including our new cloud-based Enterprise Resource Planning system.
2. Reconfiguring our existing office space at 20 Bay Street. Last year, we expanded our overall footprint from 15,000 square feet to 16,600. This year, we're reconfiguring the space to accommodate 13 new work stations—required as we grow to include 99 staff (see discussion on pages 50–52)—and to make more room for meetings and collaboration. Also, by co-locating our team members working on Quayside with our partners at Sidewalk Labs, we've been able to keep our office expansion at 20 Bay Street relatively modest.

Our evolving funding mix

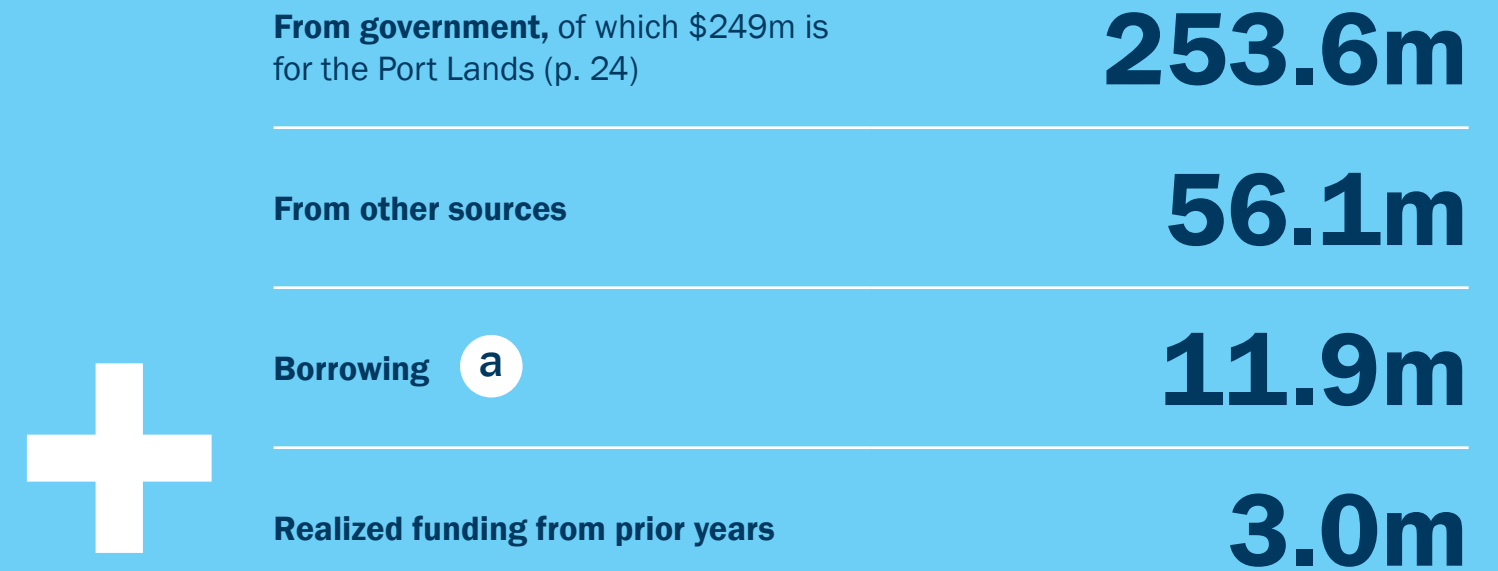


Figures are in \$ millions

Funding

Most of Waterfront Toronto’s money comes from governments, although the share of revenue from other sources varies from year to year. Last year, for instance, the sale of land meant that funds from government represented a smaller proportion of our budget. All our funding—whether from government, land sales, or other sources—is dedicated to waterfront revitalization.

2018/19



Total investment this year:
= \$324.6m

^a We expect that future surplus funding—outlined in Appendix II—will enable us to repay this loan in full by 2019/20. This repayment schedule conforms to the borrowing consent we’ve received from the three orders of government, which is valid through fiscal 2019/20.

Cash flow management

Once secured through an executed agreement, Waterfront Toronto's government funding is predictable, which reduces uncertainty as we plan cash flow for major capital projects. In 2018/19, government funding constitutes 78% of our funding, as discussed on pages 54–55.

To manage the risks and complexities associated with our other funding sources—such as land and lease sales, parking revenues, and other income—we use prudent cash flow management and forecasting approaches. Our cash flow projections undergo regular review by internal and external stakeholders. Waterfront Toronto's finance team assesses cash flow monthly to ensure that we're able to meet our financial obligations and reliably deliver on our mandate. Other key stakeholders—including the Finance, Audit and Risk Management (FARM) Committee of our Board, government partners, and lenders—review our position and projections on a quarterly basis.

Resilience & risk management

Waterfront Toronto navigates a complex business environment: our waterfront revitalization work involves a range of major infrastructure projects, as well as diverse partners and stakeholders. Our risk management framework includes analysis of the risks associated with individual capital projects, as well as those that stand to affect our entire enterprise.

Over the past 17 years, we've been successful in managing and mitigating the risks associated with long-term infrastructure development. Our risk management approach has been developed by our senior management team and internal committees, and overseen and approved by our Board.

One of our key organizational objectives for 2018/19 is to further strengthen our risk management strategies to account for the more ambitious scale at which we're now investing. We're planning measures to ensure that we're well positioned to deliver on the plans laid out in this document even as our operating environment continues to evolve.

Enterprise risk

We define enterprise risk as:

Unforeseen issues, not directly attributable to capital projects, that have implications for our entire Corporation.

Waterfront Toronto has an Enterprise Risk Management Taskforce that meets regularly and maintains a corporate risk register designed to identify, measure and mitigate key risks to our organization. Our internal auditors regularly review the risk register for completeness and adequacy, ensuring that it captures all major enterprise risks, assesses them adequately, and lays out appropriate mitigation plans. Internal auditors also use the risk register to determine areas for audit in the coming year. At least annually, the FARM Committee reviews the risk register with the senior management team.

Capital project risk

We define capital project risk as:

Unforeseen issues associated with the implementation and delivery of capital projects.

Board oversight. Waterfront Toronto's Board of Directors provides oversight of capital project risk through the FARM Committee, which monitors on a quarterly basis all capital projects it sees as high-risk by nature: for example, those that are high value (\$50 million or more), involve unusual complexity, have special public prominence, or are subject to unknown risks such as the discovery of unexpected problems during excavation. To support the careful monitoring of high-risk capital projects, Waterfront Toronto will produce project-specific quarterly reports for the FARM Committee, covering each project's budget, scope, schedule, and risk in detail.

Management oversight. Waterfront Toronto contracts with a number of risk consultants, who maintain tailored risk registers for each of our major capital projects. (The Enterprise Risk Management Taskforce also draws on the consultant's project-specific analyses in developing its Corporation-wide risk assessments.) In 2017/18, Waterfront Toronto significantly enhanced and strengthened our project risk management framework by:

- *Establishing a Program Management Office (PMO).* Since its inception, Waterfront Toronto has earned a reputation for effective capital project management. As we begin to take on projects of unprecedented scale like the Port Lands and Quayside, we've elected to further formalize the processes by which we advance our capital projects. For example, although our Board has always provided oversight of our capital projects, we're now proposing to establish consistent and explicit prompts for Board review and feedback at particular design and construction stages. This added level of discipline and formality is meant to build confidence across all our stakeholder groups about the pace, resourcing, design and expected outcomes of the projects we're delivering for Torontonians and Canadians.
- *Assembling a Peer Review Advisory Panel.* Waterfront Toronto's success to date has been powered by both in-house and contract talent: engineers, designers, planners, financial experts, community engagement specialists and many others. As we begin to make even larger and more technically sophisticated public investments in waterfront revitalization, we're drawing on some of the world's top experts in specific industry areas to support successful outcomes. For instance, we've engaged the Dutch Ministry of Infrastructure and Water Management—the Rijkswaterstaat, whose flood control expertise is internationally renowned—to offer insight and feedback on the cost, schedule and construction of the re-naturalized mouth of the Don and associated infrastructure.

Appendix I: Planned 2018/19 deliverables detail

Project Priority	Project Element	2018/19 Planned Spend	2018/19 Planned Deliverable
The Port Lands	Flood protection and city-serving infrastructure Implementation	\$ 210.0m	<ul style="list-style-type: none"> Complete schematic and detailed design for key project elements such as bridges, roads, and landscaping. Commence construction of the river-related project components (including the flood protection grading/foundation works covering the River South Precinct). Continuing work on the Community-Based Risk Assessment which guides our environmental management strategy for the project.
	Cherry Street Stormwater and Lakefilling Project	\$ 38.8m	<ul style="list-style-type: none"> Complete construction of new shoreline and aquatic habitat. Complete lakefilling to create about five hectares of filled area around the current Essroc Quay. Completing the above two items will mean total completion of the Cherry Street Stormwater and Lakefilling project.
Complete Communities	Stormwater System	\$ 19.9m	<ul style="list-style-type: none"> Complete installation of stormwater treatment process equipment for the stormwater facility (SWF). Install electrical equipment for the Cherry Street sanitary pumping station (SPS) in the SWF electrical room and complete final commissioning of the SPS. Complete construction of the last section of the twin storm forcemains on Queens Quay, to complete the connection from the SWF to the Bayside attenuation shaft. Complete construction of Dockside / Bayside in-water storm pipe.
	Queens Quay East and Parliament Street Intersection	\$ 16.1m	<ul style="list-style-type: none"> Complete environmental and geotechnical investigation and submit pre-submission forms to Ministry of the Environment and Climate Change. Complete design and obtain approvals for dockwall/landfilling. Negotiate acquisition of land related to road re-alignment and associated approvals.
	Bayside Phase 2	\$ 6.4m	<ul style="list-style-type: none"> Complete construction and landscaping of Phase 2 local streets and public realm. Close land transaction with Hines/Tridel for Block 6 in Bayside to enable the construction of a \$320 million, 420,000 square foot residential condominium building with a City-run community centre.
	Bayside Phase 1	\$ 4.5m	<ul style="list-style-type: none"> Complete construction of Aitken Place Park (target completion by September 2018). Complete construction of Phase 1 public realm for Bonnycastle Street. Complete occupancy of the first residential building, Aquavista, a \$205 million building that includes 227 condominium units, 80 affordable rental units, and a City-run day care facility.

Project Priority	Project Element	2018/19 Planned Spend	2018/19 Planned Deliverable
	Dockside	\$ 1.3m	<ul style="list-style-type: none"> Liaise with Menkes as they begin construction of Waterfront Innovation Centre, a \$200 million, 400,000 square foot commercial building. Complete construction of Dockside Block 1 dockwall reinforcing. Complete construction and acceptance for streets.
	West Don Lands Phase 1	\$ 1.1m	<ul style="list-style-type: none"> Assist developer with obtaining building permits for River City Phase 4 to facilitate the construction of an \$80 million, 122,000 square foot residential condominium building.
	Broadview and Eastern Flood Protection EA	\$ 0.8m	<ul style="list-style-type: none"> Complete phase 1 of environmental assessment process.
	Villiers Island Precinct Plan	\$ 0.5m	<ul style="list-style-type: none"> Start the planning approvals for Phase 1—zoning and Plan of Subdivision.
	West Don Lands Phase 2	\$ 0.4m	<ul style="list-style-type: none"> Assist in obtaining municipal approvals for Block 12/Canary Phase 4 to allow the construction of a \$200 million, 331,000 square foot residential condominium building. 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.
	Parkside	\$ 0.1m	<ul style="list-style-type: none"> Begin occupancy of Monde, a \$320 million, 476,000 square foot residential building.
	Queens Quay Bay to Spadina Revitalization	\$ 2.6m	<ul style="list-style-type: none"> Transfer temporary overhead power connections to the new underground system and replace older hydro poles with Waterfront Toronto's signature light poles.
Quayside	Quayside Development	\$ 3.8m	<ul style="list-style-type: none"> Undertake additional environmental studies for development blocks/sites. Negotiate key terms and execute definitive documents. Draft Master Innovation and Development Plan for Quayside and Eastern Waterfront. Council approval of Business Implementation Plan for Quayside and areas of Eastern Waterfront in consultation with the City of Toronto. Start process for municipal approvals. Start process to select a development partner for the first development block in Quayside. Commence Ontario Municipal Board hearing/settlements on Central Waterfront Secondary Plan. Commence North Keating Precinct Plan for 480 Lakeshore and work with City of Toronto on McCleary District Precinct Plan.

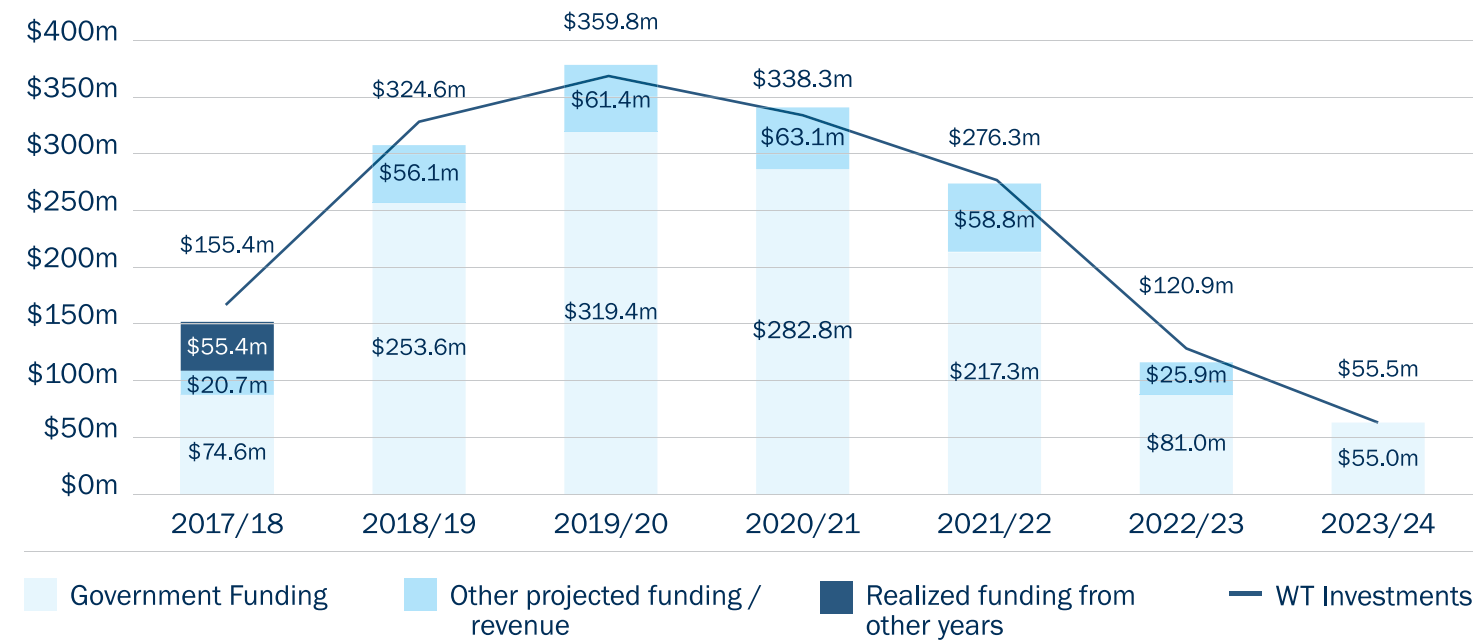
Appendix I: Planned 2018/19 deliverables detail

Project Priority	Project Element	2018/19 Planned Spend	2018/19 Planned Deliverable
Public Places	Public Art	\$ 3.5m	<ul style="list-style-type: none"> Complete procurement and substantially complete the installation of public art at the King/Queen Triangle in West Don Lands. Complete public engagement, procurement, and design of "Destination" public art piece at Water's Edge Promenade in Bayside Phase 1.
	The Bentway	\$ 2.2m	<ul style="list-style-type: none"> Complete soft-scaping, lighting installation, and testing and commissioning of equipment. Open the space to the public.
	Jack Layton Ferry Terminal Phase 1A	\$ 1.0m	<ul style="list-style-type: none"> Complete construction of Phase 1A by May 2018.
	York Street Park	\$ 0.8m	<ul style="list-style-type: none"> Complete public design competition to procure park design team. Complete design and obtain approvals for park construction.
	Rees Street Park	\$ 0.1m	<ul style="list-style-type: none"> Complete public design competition to procure park design team.
Strategic Initiatives	Innovation and Sustainability	\$ 0.4m	<ul style="list-style-type: none"> Define a Climate Positive Roadmap with the C40 Cities Climate Positive Development Program, aiming to lower net annual greenhouse gas emissions in new developments like Quayside and Villiers Island. Work with the broader team on the Quayside development project, establish ambitious, precedent-setting targets to achieve greater sustainability outcomes. Update the Minimum Green Building Requirements to provide more ambitious targets, and more effectively align with other green building standards. Work with Beanfield Metroconnect, continue activation of Wi-Fi in the waterfront public realm. Launch an interim-use urban innovation lab on the Quayside site, in collaboration with industry partners.
	Affordable Housing Initiative	\$ nil	<ul style="list-style-type: none"> Complete model for Affordable Housing Pilot Project.
Eastern Waterfront Transit	Waterfront Transit	\$ 0.3m	<ul style="list-style-type: none"> Complete Waterfront Transit Reset and provide recommendations to City Council regarding a preferred transit plan for the Eastern Waterfront.

Project Priority	Project Element	2018/19 Planned Spend	2018/19 Planned Deliverable
Core Support Functions	Indirect Corporate Operating (core support staff, tools, technology, occupancy, insurance and audit fees to support project delivery teams and governance framework)	\$ 8.2m	<ul style="list-style-type: none"> Complete office space reconfiguration to support staff head count and create additional collaborative spaces. Develop five-year strategic business plan for approval by Board in December 2018. Fully implement Enhanced Governance & Risk Framework at both enterprise-wide and capital project levels. Implement formal Performance Measurement Reporting Framework to track and report outcome-based measures. Develop new employee performance management framework. Implement enterprise content management strategy that includes retention and digitization principles for managing content throughout lifecycle. Roll out integrated communications strategy including new corporate narrative in all public-facing communications and engagement activity (such as staff and board training with elevator pitches, case for support materials, and key messaging; new standard presentation and templates; proactive media relations; external public relations and government relations support as required). Undertake prototyping and testing of new engagement methods—both in-person and digital—including multiple scales of pop-up consultation and engagement, developing catalogue of consultation and engagement tools, and building up internal capacity for facilitation and engagement. Develop social media application for digital public consultation, with integration to new Customer Relations Management database. Integrate programming strategy with public engagement overlay. Develop and implement thought leadership strategy encompassing speaking engagements, workshops, white papers, symposia, and publications.
			Others
Total		\$ 324.6m	

Appendix II: Capital investment plan and funding mix

(based on current committed projects and associated funding) **a**




Breakdown of Capital Investment Plan	Budget		Projections based on current committed projects					Total
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	
The Port Lands	\$ 65.0	\$ 248.8	\$ 314.0	\$ 279.0	\$ 206.0	\$ 81.0	\$ 55.0	\$ 1,248.8
Complete Communities	54.8	55.0	24.7	43.8	46.1	14.9	-	239.3
Public Places	22.1	7.8	8.5	7.1	8.9	7.7	-	62.1
Quayside	1.1	3.8	3.7	1.7	0.2	2.5	-	13.0
Strategic Initiatives	2.6	0.7	0.8	0.3	13.0	12.8	-	30.2
Eastern Waterfront Transit	2.3	0.3	-	-	-	-	-	2.6
Core Support Functions	7.5	8.2	8.1	6.4	2.1	2.0	0.5	34.8
Waterfront Toronto Total	\$ 155.4	\$ 324.6	\$ 359.8	\$ 338.3	\$ 276.3	\$ 120.9	\$ 55.5	\$ 1,630.8

a The Capital Investment Plan outlined in the table and chart above, as well as in the Key Projects table on page 63, is strictly based on Waterfront Toronto's current committed projects and associated funding. Additional project and funding opportunities may emerge subsequent to approval of this plan. In 2018 Waterfront Toronto will be developing a detailed five-year strategic plan that will consider project and funding opportunities beyond the ones reflected above.

Key Projects for 2018/19

	Fiscal Year 2018/19	Fiscal Year 2019/20	Fiscal Year 2020/21
The Port Lands	\$ 248.8	\$ 314.0	\$ 279.0
The Port Lands Flood Protection and Enabling Infrastructure Implementation	210.0	314.0	279.0
Cherry Street Stormwater and Lakefilling project	38.8	-	-
Complete Communities	\$ 55.0	\$ 24.7	\$ 43.8
Stormwater System	19.9	2.6	0.3
Queens Quay East and Parliament Street Intersection	16.1	10.0	22.5
Bayside Phase II	6.4	7.1	3.5
Bayside Phase I	4.5	2.4	0.1
Queens Quay Bay to Spadina Revitalization	2.6	0.1	0.1
Dockside	1.3	0.2	2.6
West Don Lands Phase I Development	1.1	0.0	0.0
Broadview and Eastern Flood Protection EA	0.8	-	-
Villiers Island Precinct Plan	0.5	0.3	-
West Don Lands Phase II Development	0.4	0.2	0.1
Parkside	0.1	0.0	-
Boardwalks	-	-	7.5
Community Facilities	-	-	5.6
Other	1.3	1.8	1.5
Public Places	\$ 7.8	\$ 8.5	\$ 7.1
Public Art	3.5	2.4	3.1
The Bentway	2.2	-	-
Jack Layton Ferry Terminal	1.0	-	-
York Street Park	0.8	6.0	4.0
Rees Street Park	0.1	-	-
Other	0.2	0.1	0.0
Quayside	\$ 3.8	\$ 3.7	\$ 1.7
Quayside Development	3.8	3.7	1.7
Strategic Initiatives	\$ 0.7	\$ 0.8	\$ 0.3
Innovation and Sustainability Initiatives	0.4	0.3	0.3
Other	0.3	0.5	-
Eastern Waterfront Transit	\$ 0.3	\$ -	\$ -
Core Support Functions	\$ 8.2	\$ 8.1	\$ 6.4
Waterfront Toronto Total	\$ 324.6	\$ 359.8	\$ 338.3

Figures are in \$ millions



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