

## **West Don Lands (WDL)**

### WDL Development

Urban Capital continues to pursue planning and design approvals with the City and Waterfront Toronto for their Phase 4 site at the corner of River St. and Bayview Ave., in order to bring the project to market in spring 2017.

Dundee Kilmer has brought concept designs for their next building (Block 16, on the north side of Front St between Tannery Rd. and Rolling Mills Rd.) to the Waterfront Design Review Panel and received conditional support. Minor adjustments to the design will be made and the developer will return to the Panel for approval. The intention is to initiate market sales in the spring, 2017.

### Construction Liaison Committee (CLC)

The WDL CLC continues to meet on a 6-week schedule. The meeting gives the community an ongoing opportunity to meet with Waterfront Toronto's developer and construction partners, allowing Waterfront Toronto to resolve any issues in a coordinated fashion. No issues of significance were raised at the last meeting. The next meeting is scheduled for January, 2017.

### WDL Memorandum of Understanding (MOU)

Infrastructure Ontario (IO) continues with its circulation process for the remaining blocks in the WDL that have been declared surplus in accordance with the Provincial Realty Directive. As previously reported, Waterfront Toronto continues to work with the Ministry of Infrastructure (MOI) and IO in the development of an MOU for the revitalization of the remaining blocks in the WDL (mainly west of Cherry Street).

## **East Bayfront (EBF)**

### Bayside

As part of Waterfront Toronto's obligations to our development partner Hines, we continue to pursue comprehensive environmental and municipal approvals for Phase 2 of Bayside including subdivision approval with the City and a Record of Site Condition (RSC) with the Ministry of the Environment and Climate Change (MOECC).

Waterfront Toronto, Hines, Tridel and the City have executed the Development Agreement and Agreement of Purchase and Sale allowing Tridel to launch the sales of Aquabella, the next planned residential building in Bayside. Sales have been brisk with over 75% of the building's units being sold. Waterfront Toronto will close with Hines and Tridel on September 1, 2017, with construction planned to commence immediately thereafter.

### Quayside

Waterfront Toronto is working with Arup (advisor for sustainable systems and technology) and KPMG (advisor for transaction, deal structure and process) to advance the delivery of the Quayside project, which will create a significant demonstration project for climate-positive development, a test bed for emerging cleantech solutions and a complete community that provides a range of housing

for all ages and income levels and a mix of uses, including public open space, retail, office and culture and recreation.

Arup and KPMG will recommend the range of project sustainability targets, systems and potential transaction models that will allow Waterfront Toronto to engage the market. Waterfront Toronto intends to issue a Request for Proposals (RFP) for development partners in early 2017.

### Waterfront Innovation Centre (Blocks 1 & 2)

Waterfront Toronto is working closely with the City on a staff report to Council for March 2017 to consider the proposal from Menkes for the proposed Innovation Centre at Queens Quay East and Dockside Dr. City Staff, Menkes and Waterfront Toronto are currently finalizing the major terms of the transaction for inclusion in the staff report. In the meantime, Menkes has fully launched the marketing and leasing efforts to pursue tenants for the Innovation Centre, with significant market interest.

### George Brown College (GBC) Block 3

City staff recommendations for the sale of Block 3 in Dockside to GBC (the block immediately north of the existing GBC Waterfront Campus) was approved by Toronto City Council Executive on December 1, 2016 and will be considered by Council on December 13, 2016. City/GBC/Waterfront Toronto continue to negotiate the Development Agreement, Purchase Agreement and the Undertaking Agreement (Waterfront Toronto's obligations to the City) to be executed in Q1 of 2017 in order for GBC to close on the site in March, 2017.

### **Health and Safety**

On Thursday, November 10, 2016, a worker on the Bayside Phase 2 dockwall reinforcing project suffered a minor injury. The worker sought medical attention for a pulled back muscle on November 11<sup>th</sup> and returned to full duties on site on November 14, 2016.

### **Port Lands Flood Protection and Enabling Infrastructure**

#### Due Diligence Report

The technical and financial due diligence program is now complete. The final Due Diligence Report, which sets out a recommended scope of work and budget of \$1.25 billion (in year-of-expenditure dollars), has been submitted to the three levels of government for their consideration, and, publicly released on October 20, 2016.

On October 26, 2016, the City of Toronto's Executive Committee unanimously adopted a City Staff Report that recommended City Council approve implementation of the overall Port Lands Flood Protection and Enabling Infrastructure Project, as described in the Due Diligence Report, and identify funding sources for the City's one-third share of the Project cost, subject to securing the remaining two-thirds share through provincial and federal funding. It further directed the Mayor and City Staff to request that those funding commitments be confirmed by the second quarter of 2017. At its meeting on November 8, 2016, City Council ratified the Executive Committee recommendation.

Further critical work necessary to secure environmental and other regulatory approvals, such as the Community Based Risk Assessment (CBRA), is on-going. A Request for Proposals to pilot test soil and groundwater remediation and treatment technologies potentially applicable to the Port Lands area closed on September 9, 2016. Sixteen firms submitted proposals covering 51 different technologies. Bench scale testing of selected technologies will be initiated within the next couple of months.

## Early Works - Essroc Quay Lakefilling Project

On September 14, 2016, the governments of Canada and Ontario announced \$65 million in combined federal, provincial, and municipal funding for the Essroc Quay Lakefilling project, which will be completed by Waterfront Toronto. While the Essroc Quay Lakefilling forms part of the proposed scope of work and budget for the overall Port Lands Flood Protection and Enabling Infrastructure Project, it is a self-contained and stand-alone project that can be advanced independently of the larger scope of work.

At its November 8, 2016 meeting, Toronto City Council also approved proceeding with the Essroc Quay Lakefilling capital project, including the authorization of \$16.25 million in City funding.

Waterfront Toronto is working with the City of Toronto on the form and terms of the Contribution Agreement with an aim to finalize and execute the agreement by February 2017. The coordination, securing, and tracking of permits and approvals is underway. City of Toronto staff is assisting in discussions with Ports Toronto with respect to accessing and filling the waterlots at the Essroc Slip and mouth of the Keating Channel.

Waterfront Toronto has drafted a project charter for the Essroc Quay Lakefilling project and circulated it to partner agencies (City, Toronto and Regional Conservation Authority, and Toronto Port Lands Company) for review and discussion. The draft project charter is being used to guide the priorities and actions of the project team. The procurement process has begun for three key services that include lakebed boreholes investigation, scheduling and risk analysis, and project consultant.

## **Government Relations**

We continue urgent, proactive discussions with all levels of government regarding a tri-government funding commitment to Port Lands flood protection. Federally, we are following up on two funding envelopes – the Green Infrastructure Fund (which targets investment in the construction of infrastructure including for projects that help manage risk associated with floods and wildfires) and the newly announced Infrastructure Bank – the latter intended to provide innovative, low cost financing/loans for infrastructure projects and bring private capital equity to the table to multiply the investment. We have had two meetings with federal officials regarding the Infrastructure Bank and will be following up to understand the details better in our upcoming meetings in Ottawa on December 7, 2016. A verbal update will be provided to the Board on the outcome of those meetings.

We are also speaking to governments at both the Ministry and political levels about Waterfront Toronto's objectives for the next phase of revitalization and the alignment of those objectives with government priorities. Part of the discussion includes the streamlining efforts undertaken at Waterfront Toronto to ensure we have the core team necessary to successfully carry out the work priorities.

## **Expo 2025**

The EXPO 2025 feasibility study was considered by the City of Toronto's Executive Committee at its meeting on October 26, 2016 and by City Council on November 9, 2016. The Executive Committee made a recommendation and Council subsequently adopted a motion not to support the development of a bid to host Expo 2025 in Toronto. However, Council confirmed that it remains open to the consideration of future Expo bids on their merits.

## **Jack Layton Ferry Terminal and Harbour Square Park Master Plan**

Waterfront Toronto secured funding of \$1.8 million for Phase 1A of the Jack Layton Ferry Terminal Master Plan project, working in partnership with City of Toronto Parks. A Delivery Agreement to transfer the funds from the City to Waterfront Toronto will be executed by the end of this year.

Phase 1A includes a section of the new promenade at the foot of Bay St., south towards the Ferry Terminal, designed to be consistent with the other promenades built along the waterfront with granite mosaic paving, new trees with Silva Cells, new play equipment for residents and ferry users, and full replacement of existing light fixtures with signature waterfront light poles.

The design for Phase 1A commenced in October using funding earmarked in the initial City funding for the Design Competition. On November 17, 2016, as part of the Phase 1A design process, Waterfront Toronto met with local parents and children to discuss ideas for new play features. The results have been shared with the design team to help guide the conceptual design of the new play elements.

A Phase 1A stakeholder meeting is scheduled for November 30, 2016 to review the promenade and play feature workshop findings. Construction will commence immediately following the 2017 ferry season in mid-September 2017.

### **The Bentway**

The design team completed 90% Construction Documents in early November and submitted them to City staff for review and comment. These documents are required to obtain a permit to commence construction and will be the basis for the construction tender process. Late December remains the target to obtain a construction permit, with a construction start in early 2017.

Waterfront Toronto completed the tender process for retaining the Construction Manager (CM) for the project, Peter Kiewit Infrastructure Co. They have been formally engaged on the project and have begun work with the team to develop a detailed cost estimate of the 90% Construction Drawings, a comprehensive schedule, a list of tendering packages, and the procurement documents for the sub-trades who will be engaged to complete the construction activities.

Waterfront Toronto has finalized the Environmental Study Report for the proposed crossing at Fort York Boulevard and expect to file it for public review and approval in December.

In November, Waterfront Toronto finalized the Memorandum of Understanding (MOU) with the City of Toronto and the Matthews Foundation, which now reflects the governance and funding approach approved by Toronto City Council in July. The Bentway Conservancy, a non-profit entity incorporated for the project by its sponsors, continues to advance the hiring process for several key staff members, including a Chief Executive Officer, Director of Fund Development and Director of Programming.

Waterfront Toronto continues to work with the Bentway team on programming and activation as it relates to the federal government's Canada 150 fund, with a grant of \$175,000 earmarked for 2017 programming and some activation items such as public art installations.

## **East Bayfront Transit**

Phase 1 of the Waterfront Transit Reset, which developed a preliminary list of improvement concepts and identified preferred transit alignments for further study, has now been completed and the final report was released to the public in October.

In July 2016, City Council directed City Staff to initiate Phase 2 of the Waterfront Transit Reset which calls for further development and costing of alignment concepts, detailed analysis of transit operations and ridership, identification of priority segments, and the creation of a Business Case and Implementation Strategy for a coordinated waterfront transit solution. Waterfront Toronto worked with City staff to develop an RFP scheduled to close at the end of November. The Phase 2 findings will be reported to Council study in the second quarter of 2017.

## **Gardiner East Environmental Assessment (EA)**

Waterfront Toronto continues to work with City staff reviewing feedback received through the voluntary review process from agencies, stakeholders and city departments and to make necessary adjustments to the report before filing. In addition, the team has received feedback from the MOECC which we continue to work to resolve.

Waterfront Toronto continues to work with City Staff to develop an implementation strategy for the proposed Gardiner East EA public realm improvements. This includes assessing the extent of the public realm improvements, developing a delivery strategy and establishing timing and phasing for the works.

## **Central Waterfront**

### Portland Slip Sidewalk Extension

Waterfront Toronto continues to work with the City of Toronto to complete a license agreement with the Federal Government to implement the small sidewalk widening at the head of the Portland Slip, where the new Martin Goodman Trail creates a pinch point for pedestrians and cyclists. The license agreement is required because the widening spans over a small portion of the water lots that are owned by Public Works and Government Service Canada. Waterfront Toronto continues to pursue sign-off from Transport Canada to modify navigable waters within the Portland Slip.

### Waterfront Public Realm Standards

Waterfront Toronto is initiating a process to consolidate its public realm vision into a coordinated reference document that will be brought forward for City Council approval and adoption. This plan is intended to eliminate the project-by-project approval process for non-standard elements by obtaining a broader approval for their implementation throughout the waterfront. The plan is expected to be completed in March 2017.

## **Lower Yonge Precinct**

Waterfront Toronto continues to work with City staff regarding the Pinnacle (1-7 Yonge) Ontario Municipal Board settlement and with Menkes Development (55 Lakeshore/LCBO) on their applications for rezoning, official plan amendment and plan of subdivision to ensure their application is consistent with the objectives set out in the Lower Yonge Precinct Plan. The 55 Lakeshore plans were recently presented to the Waterfront Toronto Design Review Panel. The presentation included discussion on the context plan for the entire site and the preliminary design drawing for the first phase office development.

Waterfront Toronto continues to work with City staff and the consultant team on the Lower Yonge Precinct Municipal Class Environmental Assessment (Phases 3 and 4 of the Transportation EA). The EA process is expected to be completed early in 2017.

### **Design Review Panel Visioning Session**

Waterfront Toronto conducted a successful half-day visioning session with the members of the Design Review Panel on November 22, 2016. The session dealt with a number of important topics, including initiatives, panel involvement earlier and more collaboratively in the review process to facilitate approvals, restructuring the Panel to better address Waterfront Toronto's evolving objectives, and gradually bringing in new members to replace those who have served multiple terms.

### **Public Engagement**

#### Ice Breakers

Waterfront Toronto is supporting a new temporary art installation on the waterfront this winter. A collaboration between The Waterfront Business Improvement Area and the founders of Winter Stations – the annual art competition held along Toronto's East End Beaches – Ice Breakers was conceived to inspire exploration of the urban waterfront in the colder months. Five Ice Breaker installations will be dispersed between Yonge and Bathurst Streets for five weeks beginning January 21, 2016. Waterfront Toronto and Harbourfront Centre will co-host a pre-launch event in January, giving design teams a chance to present their concepts to the public before the art pieces are installed.

### **Going to Scale Summit**

The Going to Scale Summit was held on November 11, 2016 with 55 participants from across industry, academia, Toronto's innovation ecosystem and the not-for-profit sectors. This summit highlighted the opportunity Toronto's waterfront presents in terms of overcoming the national productivity gap and barriers to scale for Canadian firms. Presentations were made by Dr. David Wolfe from the Munk School of the University of Toronto, Dominic Barton, the Managing Director of McKinsey & Company and Chair of the Canadian Minister of Finance's Advisory Council on Economic Growth. Additional information is provided in the attached presentation.

# Scale Summit Report

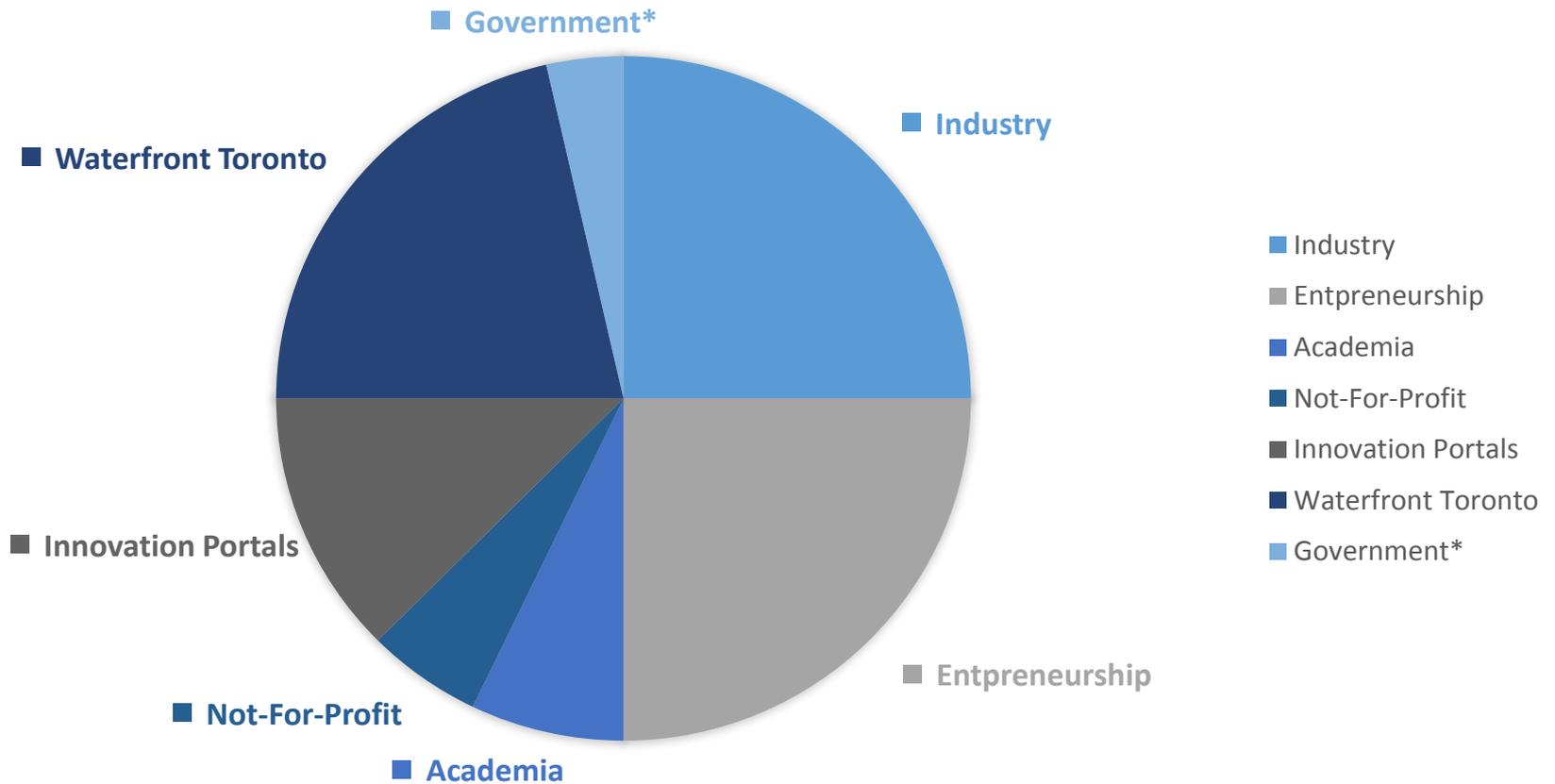
## Board of Directors

December 5, 2016

# Attendee Overview



## ATTENDEE PROFILES



# Key Discoveries



- Support for scaling up – support for entrepreneurial companies
- Transformation of traditional procurement models
- Potential creation of a distinct “Waterfront Zone” which has a different regulatory framework and risk model
- The need for innovative financial models to support growth
- The urgency of helping to overcome the productivity gap
- Potential for Toronto to be recognized as a World Design Capital
- The need for demonstration spaces and environments
- A need to address reskilling and inequality in today’s economy
- The opportunity to harness data and analytics
- How to prevent companies from leaving Canada (and to repatriate those that have already left)

# Next Steps

- Complete memo of key discoveries and distribute to attendees for feedback
- Final draft distributed to appropriate government ministries
- Call for collaborators for urban innovation co-laboratory
- Innovation procurement/procurement innovation workshop with MaRS
- Engage key partners to assist in addressing the strategic themes that emerged
- Implementation opportunities