

Presentation to Waterfront for All, November 21, 2018

Realizing the Waterfront's Potential:

Setting strong foundations for long-term economic,
social, and environmental well-being

Meg Davis, Chief Development Officer



Waterfront Toronto is working to revitalize the lands by Lake Ontario, transforming past industrial sites into **thriving neighbourhoods** that support **economic vitality** and enhance **quality of life**.

Our mandate comes from the three orders of government; our resources come from both public and private sources.

As we work on behalf of Torontonians, Ontarians, and all Canadians, every decision we make is guided by our vision of **one vibrant waterfront that belongs to everyone**.

Waterfront Toronto's Roles



Catalyst and Steward

Creating enduring value through well-designed and vibrant cultural, recreational, civic and public spaces



Revitalization Lead / Landowner

Advancing Complete Communities that address the need for housing, mobility, accessibility, connectivity and inclusivity



Partner

Leveraging innovation and partnerships to deliver economic growth and jobs

Public accountability



Reducing urban sprawl



Building sustainable communities



Increasing affordable housing



Creating parks & public spaces



Expanding public transit



Driving economic competitiveness

Corporate Social Responsibility and Sustainability



Laying strong foundations for **Toronto's long-term well-being**, with positive impacts extending far **beyond our waterfront neighbourhoods** where new buildings, parks and amenities are taking shape.

Corporate Social Responsibility and Sustainability



Key Highlights



Environment

- 24 LEED® Gold or LEED® Platinum Certified buildings (completed or underway)
- Important flood protection unlocking land for revitalization, enhancing the surrounding natural ecology and improving resiliency
- Resiliency and Innovation Framework for Sustainability that sets the bar even higher for waterfront revitalization in the years ahead



Social

- 496 affordable units completed, 80 nearing completion, planning another 1,000 in the West Don Lands and East Bayfront – all with ultra-high speed internet access
- Over 13km of waterfront trails and promenades
- Over 36 hectares of parks and public spaces



Economic

- \$1.6 billion investment in waterfront renewal has created:
 - \$4.1 billion in economic output for the Canadian economy
 - \$848 million in revenue to government
 - 14,100 full-time person years of employment
 - Increased and accelerated private sector investment

Quayside

Innovation and Funding Partner and Master Innovation and Development Plan

Quayside RFP Objectives



1. Sustainability, Resiliency and Urban Innovation:

Create a globally significant demonstration project that advances a new market model for climate-positive urban developments



2. Complete Communities:

Establish a complete community that emphasizes quality of place, and provides a range of housing types for families of all sizes and income levels within a robust mix of uses, including public open space, culture, recreation, vibrant retail, education-related activities and offices



3. Economic Development and Prosperity:

Provide a testbed for Canada's cleantech, building materials and broader innovation-driven sectors to support their growth and competitiveness in global markets



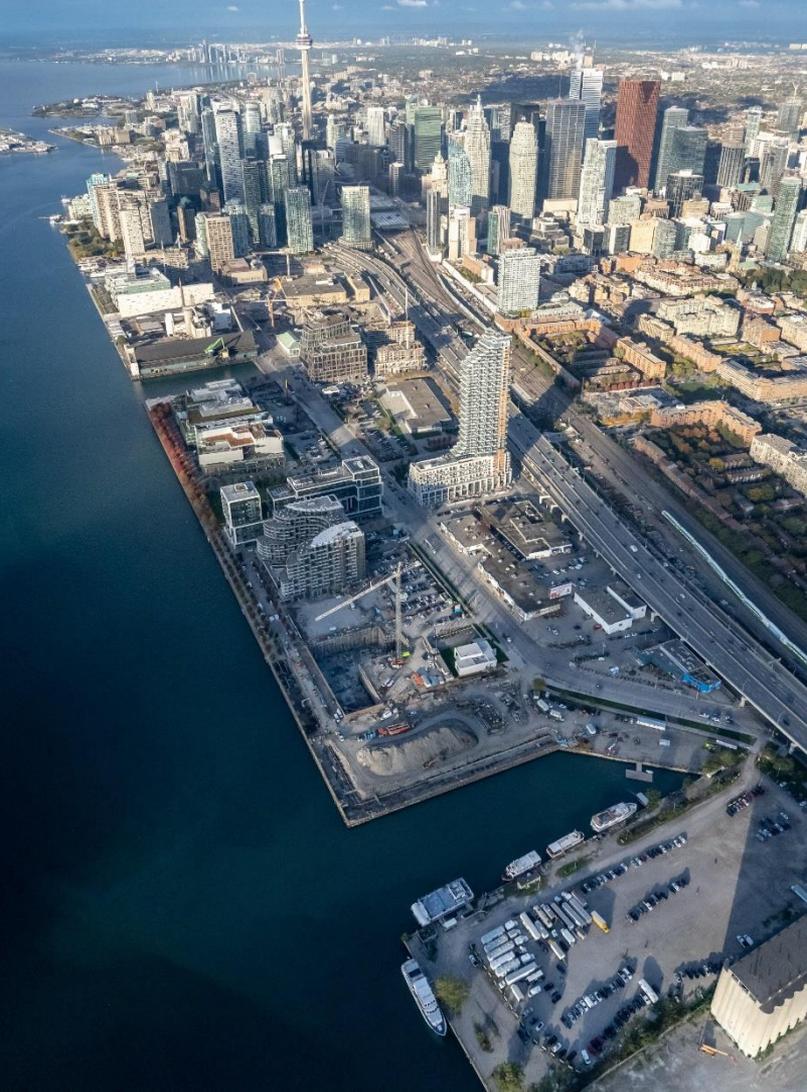
4. Partnership and Investment:

Develop a new partnership model that ensures a solid financial foundation, manages financial risk and secures revenue that funds future phases of waterfront revitalization

Quayside in the context of the Designated Waterfront Area



-  QUAYSIDE
-  DESIGNATED WATERFRONT AREA



Quayside

A new type of mixed-use, complete community

Quayside potential to become a global hub for urban innovation

Evaluation Framework for the MIDP



When the Master Innovation and Development Plan (MIDP) is submitted, that is not the end of this process but still near the beginning

- Waterfront Toronto undertook a thorough, fair and transparent process in selecting Sidewalk Labs as the Innovation and Funding Partner for Quayside.
- Our evaluation of the MIDP will be equally thorough and demanding. We will examine critical components and key priorities to determine if the MIDP should move forward.
- The innovation we are seeking must serve our aspirations and meet the requirements we have set for Quayside.
- The whole plan will be evaluated by Waterfront Toronto, and, to be implemented, individual components will be subject to city approvals, as well as federal and provincial regulations.

Building the Evaluation Framework



The framework for the evaluation will look at how the MIDP addresses three overall questions:

1. *How many of our goals and objectives does the MIDP meet, and how well does it meet those targets?*
2. *Does the MIDP align with the planning framework for the waterfront?*
3. *Is the proposed business plan viable and in the public interest?*

Waterfront Toronto's evaluation will include an integrated and collaborative due diligence and review process with external experts.

Our Pillars of Success

Waterfront Toronto has identified a number of outcomes that the plan must address in the following priority areas:



- Housing Affordability
- Buildings



- Mobility
- Community Services



- Sustainability
- Public Realm



- Economic Development and Job Creation
- Digital Technologies

Identified Priority Outcomes

These are the areas where our desired outcomes will define the MIDP potential for success:



Job Creation

- ✓ Catalyze economic growth
- ✓ Create a new cluster for urban innovation
- ✓ Further develop the innovation corridor
- ✓ Provide opportunities for Canadian firms
- ✓ Serve as a testbed, enabling Canadian firms to overcome barriers to achieving scale
- ✓ Bolster the local tech ecosystem
- ✓ Grow jobs across the socioeconomic spectrum

Identified Priority Outcomes

These are the areas where our desired outcomes will define the MIDP potential for success:



Climate Positive

- ✓ Neighbourhoods with below-zero annual GHG emissions (as defined by the C40 Climate Positive Framework)

Identified Priority Outcomes

These are the areas where our desired outcomes will define the MIDP potential for success:



Affordable Housing

- ✓ Minimal reliance on public sector funding.
- ✓ Exceed Waterfront Toronto's affordable housing minimum requirement, in perpetuity.
- ✓ Sufficient purpose built rental housing as "moderate rental" (middle income).
- ✓ Market ownership units, which allows access to housing for all income groups.

Identified Priority Outcomes

These are the areas where our desired outcomes will define the MIDP potential for success:



New Mobility

- ✓ Improve connections to transit network, including first/last mile challenges
- ✓ Increase use of Electric Vehicles (EVs) to replace carbon emitting vehicles
- ✓ Leverage potential future benefits of Autonomous Vehicles (AVs)
- ✓ Reduce the cost, climate impact and convenience for the average user and transportation of goods



Evaluation Framework – “Must Dos”



Waterfront Toronto’s evaluation framework established a series of critical fronts, and list of what the MIDP “Must Do” for the following areas:

- **Public Engagement**
- **Data Privacy and Digital Governance**
- **Local Developer Participation**
- **Design Excellence**
- **Partnership Model**

Evaluation Framework – “Must Dos”



Public Engagement

- An engagement plan that extends beyond the legislated requirements to consult, one that demonstrates accountability, transparency and capacity building
- Create a plan to engage the community to ensure and demonstrate ongoing satisfaction with living/working/visiting in Quayside

Evaluation Framework – “Must Dos”



Data Privacy and Digital Governance

- **Compliance** with all applicable laws, regulations, policy documents and contractual obligations
- **Ethical** use of technology
- Proposals for approaches to protocols that could inform **a new global standard in data governance**
- **Open By Default** – Data and solutions will be open by default where feasible and appropriate. Data will be shared with government open data repositories to ensure equitable access.
- **Data and technological sovereignty** – To avoid vendor lock-in and encourage a competitive landscape
- **Data security and privacy**
 - Commitment to not share personal data with third parties, including other Alphabet companies
 - Data cannot be used for advertising purposes
 - Privacy by Design embedded in all solutions proposed

Evaluation Framework – “Must Dos”



Design Excellence

- Commitment to Design Excellence and the Design Review Panel throughout the process
- Open RFP / design competition for key iconic buildings and public realm

Local Developer Participation

- Demonstrate a strategy to facilitate the participation of the local developer community

Partnerships Model

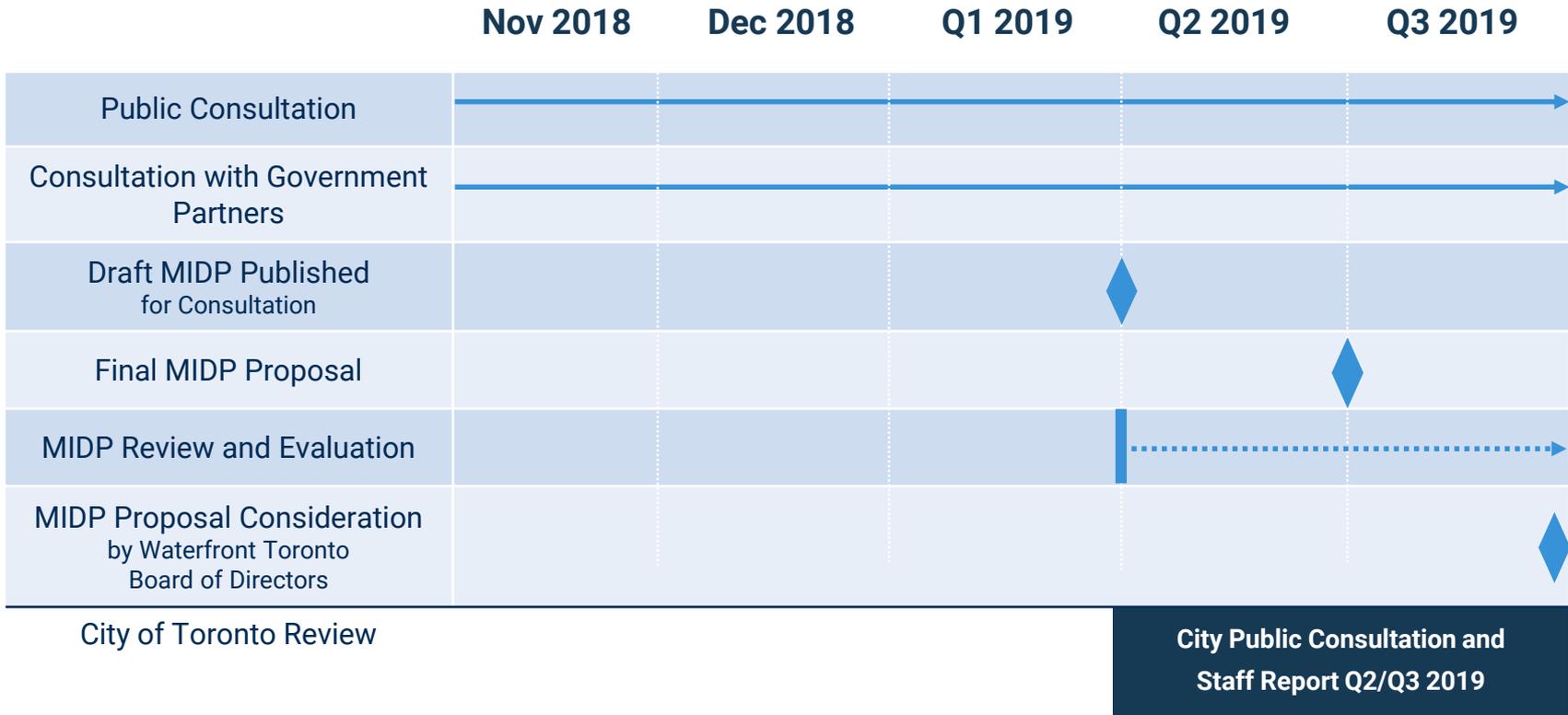
- Provide an appropriate revenue sharing model across real estate, infrastructure, and intellectual property that benefits the public

Evaluating the Evaluation



- Accountability and transparency remain at the core of Waterfront Toronto
- Waterfront Toronto wants feedback on our evaluation plan and objectives
- Before we receive the MIDP, our evaluation criteria, objectives, and priorities will be considered by:
 - ✓ the community
 - ✓ our government partners
 - ✓ our Digital Strategy Advisory Panel
 - ✓ our Stakeholder Advisory Committee
 - ✓ Waterfront Toronto's Board of Directors and Investment, Real Estate and Quayside Committee

Current MIDP Timeline





a waterfront for everyone

