

TORONTO STAFF REPORT

July 4, 2006

To: Policy and Finance Committee

From: Fareed Amin, Deputy City Manager

Subject: Toronto Waterfront Revitalization Initiative Five-Year Business Plan/Ten-Year Forecast (2006 to 2015)

Purpose:

To outline the deliverables, funding requirements, and cost-sharing arrangements for Waterfront Revitalization over the next ten-year period (2006 to 2015) as reflected in the TWRC's Five-Year Business Plan/Ten-Year Forecast for the Project.

Financial Implications and Impact Statement:

The recommended cash flows for 2006 to 2010 in this report are consistent with the Revised 2006 Capital Budget for the Waterfront Revitalization Initiative approved by Council on June 27, 28, and 29, 2006, and the 2007 – 2010 Capital and Debt Service Guideline for the Initiative contained in the Policy and Finance Committee Report No. 5, Clause 25, that will be considered by Council at its next regular meeting in July, 2006.

Subject to the annual budget process, the recommendations in this report will result in the following cash flows for the City's gross/net contribution to Waterfront Revitalization: \$44.310 million in 2007, \$51.131 million in 2008, \$30.354 million in 2009, and \$26.016 million in 2010, and \$274.279 million for the period 2011 to 2015. Including the \$48.192 million gross/ \$44.351 million net already incurred to the end of 2005, and the 2006 Approved Budget of \$29.918 million gross/ \$29.559 million net, the total City funding is projected to be \$504.200 million gross/ \$500.000 million net. This will provide for initiatives to be undertaken by the Toronto Waterfront Revitalization Corporation (\$405.516 million gross/net), Dockwall Repairs to be carried out by Parks staff (\$1.000 million gross/net), Technical Studies (\$6.300 million gross/\$2.100 million net) and the Waterfront Project Secretariat (\$3.623 million gross/net). An additional \$87.761 million gross/net has been incorporated in years 6 to 10 that is not allocated to specific tasks at this time, but is intended for the completion of the Water's Edge Promenade, the introduction of transit into the Portlands, and other transportation and servicing projects in both the Portlands and in the western section of the Waterfront.

A staff report will be submitted to the Budget Advisory Committee in 2007 on the process to identify operating budget impacts on City Programs, Agencies, Boards and Commissions resulting from the approval of the Revised 2006 Capital Budget and the Five-Year Plan/Ten-Year Forecast for the Initiative.

The Deputy City Manager and Chief Financial Officer has reviewed and concurs with this Financial Impact Statement.

Recommendations:

It is recommended that Council:

- 1) approve the Five-Year Business Plan/Ten-Year Forecast (2006 – 2015) for the Waterfront Revitalization Initiative, subject to the annual budget process and approval by the Provincial and Federal Governments of the same Plan, and authorize the revision of the 2007 – 2015 Capital Plan for the Waterfront Revitalization Initiative to reflect the following gross/net cash flows: \$44.310 million in 2007, \$51.131 million in 2008, \$30.354 million in 2009, \$26.016 million in 2010, and \$274.279 million for the period 2011 to 2015;

- 2) forward this report to the Budget Advisory Committee for their information; and

authorize and direct appropriate City Officials to take the necessary action to give effect thereto.

Background:

Toronto Waterfront Revitalization was launched on November 3, 1999, when the City of Toronto, Province of Ontario, and Government of Canada announced the creation of the Toronto Waterfront Revitalization Task Force. On March 27, 2000, the Task Force released its recommendations for waterfront renewal, which included the concept of a tri-government corporation.

On October 20, 2000, the three governments announced their commitment of \$1.5 billion to the Initiative, and directed staff to develop the mechanics for implementation. Specific funding of \$300 million for four priority capital projects and the establishment of the interim Toronto Waterfront Revitalization Corporation (TWRC) was announced on March 5, 2001.

On May 30, 31, and June 1, 2001, Council approved the creation of the interim TWRC and approved in principle a governance structure for the permanent entity. Provincial legislation establishing the permanent TWRC (the *Toronto Waterfront Revitalization Corporation Act, 2002*) came into effect on April 1, 2003, creating a without share capital corporation consisting of the members of its Board of Directors. The *Act* requires that the TWRC prepare annual and five-year business plans for the governments' approval.

In July, 2004, Council adopted nine priorities for its 2003 to 2006 term, including "Making Progress on the Waterfront", thus recognizing the need to strengthen and clarify the tri-government commitment to Revitalization, and to agree on project deliverables and timelines.

In December, 2004, Council approved a report entitled “Governance Structure for Waterfront Revitalization” and endorsed the transformation of the TWRC to an empowered corporation focussed on project implementation subject to numerous conditions being satisfied. These conditions included:

- All net revenues from the revitalization of public lands in the Designated Waterfront Area (DWA) being reinvested in the Initiative; and
- Agreement being reached among all governments and TWRC on a Five-Year Business Planning process, short- and long-term priorities, deliverables and performance measures.

The TWRC submitted its first Five-Year Business Plan/Ten-Year Forecast for 2005 - 2014 to the three governments late in 2004. Subsequently, staff formed an intergovernmental “Finance Working Group” to review the Plan in conjunction with the TWRC, and to reach consensus on a funding approach that would both achieve the overall vision for Waterfront Revitalization and reflect the individual priorities of each partner.

At its meeting of September 28, 29 and 30, 2005, Council approved a report from Deputy City Manager Fareed Amin outlining the deliverables, funding requirements, and cost-sharing arrangements for Waterfront Revitalization for 2005 to 2014 as reflected in the TWRC’s Plan, as well as the required City contribution to Waterfront Revitalization, subject to the annual budget process. On December 8, 9 and 12, 2005, Council approved the 2006 – 2014 Capital Budget for the Initiative based on the same cash flows.

As the Five-Year Business Plan/Ten-Year Forecast is intended to be a rolling document to be approved by the governments annually, the TWRC presented an updated Plan for 2006 – 2015 to staff in April, 2006. The “Finance Working Group” was once again convened to undertake a detailed review of the submission.

As a result of this process, it was evident that the TWRC no longer required the City’s full 2006 Waterfront allocation due to: (i) adjustments to the implementation schedule for certain projects, such as West Don Lands Precinct Implementation; and (ii) the “front-loading” of funds by the Federal Government for certain work in 2006, 2007, and 2008 to reflect their policy framework. This enabled the City to achieve its 2007 – 2010 Capital Plan and Debt Service Guideline for the Initiative, as well as a reduction to its Approved 2006 Capital Budget for the Waterfront Revitalization Initiative (from \$50.764 million gross/ \$50.405 million net to \$29.918 million gross/\$29.559 million net).

This report outlines the deliverables, funding requirements, and cost-sharing arrangements for Waterfront Revitalization over the next ten-year period as reflected in the TWRC’s Five-Year Plan/Ten-Year Forecast for 2006 – 2015. It also clarifies the required City contribution to 2015, subject to the annual budget process.

Comments:

Summary of Review Process

The objective of the intergovernmental “Finance Working Group” in its review of the TWRC Five- Year Business Plan/Ten-Year Forecast was to achieve consensus on a Plan that would:

- (i) address the overall vision for Waterfront Revitalization as outlined in the City’s Central Waterfront Secondary Plan: Making Waves;
- (ii) address individual and shared government priorities as follows:
 - Early development of parks, public space and greening initiatives;
 - Implementation of the West Don Lands and East Bayfront Precincts; and
 - Completion of the Water’s Edge Promenade and Martin Goodman Trail, and transit improvements;
- (iii) reflect and maintain the tripartite financial commitment of all governments;
- (iv) clearly define priorities for the next five and ten year periods;
- (v) enable the TWRC to function as a going concern; and
- (vi) improve TWRC accountability by clarifying specific deliverables and annual government investment over the next five and ten year periods.

The underlying assumptions of the review were that: TWRC would function as “Revitalization lead” with effective control of public land in the DWA; revenues from the sale/lease of public lands would be re-invested in the Project through the TWRC; and the up-front delivery of the public realm (parks, public spaces and transit) would be both the priority in the short-term and the focus of public investment.

Several major fiscal pressures needed to be considered when developing the Five-Year Business Plan/Ten-Year Forecast. Specifically, these were:

- the Federal requirement to expend its \$500.000 million contribution by March 31, 2008 has in some cases resulted in its 2007/08 projected contributions to be greater than the expenditure requirements for certain items to that point in time. Federal staff have initiated discussions to obtain Program extension to permit re-profiling of funds into future years. While this will not impact City or Provincial cash flows, it will result in amendments to the timing of Federal contributions;
- Provincial contributions between 2006/07 and 2010/11 being set at a total of \$180.400 million for years 1 to 5, of which \$35.200 million was allocated to 2006; and
- the City’s debt service guideline for the next four years, set at \$44.310 million in 2007, \$51.131 million in 2008, \$30.354 million in 2009, and \$26.016 million in 2010.

The Working Group met on numerous occasions to develop a “Recommended Plan” within this context. The recommendations in this report seek Council’s conditional approval of this Plan, which is discussed below, subject to approval by the Provincial and Federal governments of the same Plan in 2006.

Recommended Plan (Chart 1)

The development and approval of a Five-Year Business Plan/Ten-Year Forecast (2006 – 2015) for Waterfront Revitalization represents a major milestone in the transition of the Project from planning to implementation. The Recommended Plan, with total gross costs of \$1,818.143 million, achieves the objectives of Waterfront Renewal and balances individual government priorities. It maintains the tri-government partnership, identifies clear deliverables that are to be accomplished over the ten-year period, and clarifies annual government investment to March 31, 2016. It also ensures that projected revenues from the sale of public lands in East Bayfront and West Donlands are all re-invested in the Initiative through TWRC. These revenues have been allocated to specific projects to reduce the government contributions required for these items and to demonstrate private sector involvement in the Initiative. It is important to note, however, that Council approval is required before any City/TEDCO land will be divested or encumbered by a lease greater than 21 years in length. Finally, by identifying clear goals and revenue sources, the Plan effectively improves accountability and ensures that the TWRC will be a going concern on a go-forward basis.

The Recommended Plan details the expenditure pattern for public investment in substantial improvements related to parks and public spaces, transit, and community facilities, brownfield remediation and building sustainable communities. The annual cost requirements from each government for each project have been developed for the first five-year span, while a “lump sum” requirement from each government for each project is included for years 6 to 10. The latter will be defined by as implementation progresses to a more advanced stage.

The public investment detailed in the Plan will result in significant revitalization of Toronto’s Waterfront; foremost will be the transformation of the West Don Lands and East Bayfront into productive, engaging districts of the City, fully serviced by transit, parks and community facilities. In the Port Lands, Commissioner’s Park will be completed, the Martin Goodman Trail expanded and major corridors greened to improve the overall attractiveness of the area to citizens and visitors alike. In the central and western areas of the DWA, the Water’s Edge Promenade will be expanded pursuant to the recently-completed design competition.

The Recommended Plan is summarized in the Chart 1 below. A description of each project, with deliverables over the next five and ten years, is included in Appendix “A”, and a detailed cash flow by year is attached as Appendix “B”.

		Waterfront Revitalization Initiative						CHART 1
		Recommended Plan						
		\$000s						
		City Contribution (Net)	Provincial Contribution	Federal Contribution	Total Gov't Contribution	Revenue Allocation to 2015	Revenue Allocation 2016 - 2021	Total Project Costs
TWRC Corporate Costs		\$30,766	\$36,541	\$20,734	\$88,041	\$7,617	\$0	\$95,658
Priority Projects								
	Union Station	\$40,000	\$30,000	\$19,334	\$89,334	\$0	\$0	\$89,334
	Mouth of the Don EAs	\$1,000	\$1,000	\$2,187	\$4,187	\$0	\$0	\$4,187
	Portlands Preparation	\$20,233	\$20,233	\$20,233	\$60,699	\$0	\$0	\$60,699
	Front Street Extension	\$58,702	\$56,667	\$56,666	\$172,035	\$26,566	\$0	\$198,601
	Subtotal	\$119,935	\$107,900	\$98,420	\$326,255	\$26,566	\$0	\$352,821
Core Projects								
	Port Union	\$18,334	\$5,333	\$5,333	\$29,000	\$0	\$0	\$29,000
	Mimico	\$6,266	\$2,167	\$2,167	\$10,600	\$0	\$0	\$10,600
	Precinct Planning Studies	\$2,367	\$2,367	\$2,366	\$7,100	\$0	\$0	\$7,100
	Subtotal	\$26,967	\$9,867	\$9,866	\$46,700	\$0	\$0	\$46,700
Harbourfront - Water's Edge		\$6,128	\$6,127	\$6,200	\$18,455	\$0	\$0	\$18,455
Precinct Implementation Projects								
	West Donlands	\$71,561	\$88,751	\$17,600	\$177,912	\$17,191	\$0	\$195,103
	East Bayfront	\$29,728	\$38,932	\$37,300	\$105,960	\$72,967	\$31,376	\$210,303
	Portlands	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	West Waterfront EA & Design	\$0	\$5,000	\$0	\$5,000	\$0	\$0	\$5,000
	Subtotal	\$101,289	\$132,683	\$54,900	\$288,872	\$90,158	\$31,376	\$410,406
Strategic Land Acquisition		\$0	\$0	\$50,000	\$50,000	\$0	\$0	\$50,000
Transportation Initiatives								
	Front Street Pedestrian Bridge	\$300	\$0	\$0	\$300	\$0	\$0	\$300
	Gardiner Scoping & EA	\$11,000	\$0	\$0	\$11,000	\$0	\$0	\$11,000
	West Don Lands LRT	\$7,410	\$11,690	\$0	\$19,100	\$0	\$0	\$19,100
	East Bayfront LRT	\$49,324	\$55,410	\$0	\$104,734	\$10,366	\$0	\$115,100
	Subtotal	\$68,034	\$67,100	\$0	\$135,134	\$10,366	\$0	\$145,500
Naturalization of Don River		\$28,712	\$37,233	\$0	\$65,945	\$0	\$0	\$65,945
Dockwall Repairs		\$1,000	\$0	\$0	\$1,000	\$0	\$0	\$1,000
W. Don Lands/E. Bayfront District Energy		\$2,281	\$9,833	\$10,334	\$22,448	\$7,552	\$0	\$30,000
Pier 4 Rehabilitation		\$1,500	\$0	\$0	\$1,500	\$0	\$0	\$1,500
Sports Fields & Facilities & Parks Development								
	Interim Sports Fields	\$0	\$0	\$5,000	\$5,000	\$0	\$0	\$5,000
	Regional Sports Complex & Feasibility Study	\$0	\$0	\$19,000	\$19,000	\$0	\$0	\$19,000
	Western Beaches Watercourse	\$4,000	\$4,000	\$16,000	\$24,000	\$0	\$0	\$24,000
	Leslie Greening	\$620	\$620	\$620	\$1,860	\$0	\$0	\$1,860
	Martin Goodman Trail (Ph.1)	\$1,900	\$1,900	\$1,900	\$5,700	\$0	\$0	\$5,700
	Portlands Beautification	\$0	\$0	\$7,480	\$7,480	\$0	\$0	\$7,480
	Central Waterfront Public Realm	\$0	\$1,461	\$26,853	\$28,314	\$0	\$0	\$28,314
	Commissioner's Park	\$13,384	\$14,850	\$11,466	\$39,700	\$0	\$0	\$39,700
	Subtotal	\$19,904	\$22,831	\$88,319	\$131,054	\$0	\$0	\$131,054
Other								
	Federally Funded Initiatives*	\$0	\$0	\$56,815	\$56,815	\$0	\$0	\$56,815
	GO Transit Expansion	\$0	\$65,000	\$65,000	\$130,000	\$0	\$0	\$130,000
	Lake Ontario Park - Planning & Ph. 1	\$0	\$0	\$25,800	\$25,800	\$0	\$0	\$25,800

The majority of the revisions in the Recommended Plan over that of the previous year represent cash flow changes to reflect updated implementation schedules. Other revisions include:

- (i) An increase to the Mouth of the Don EAs, totalling \$1.187 million. This increase is required to cover the anticipated costs of the EA processes, and will be covered as part of the Federal contribution.
- (ii) An increase to the Port Union and Mimico Parks, totalling \$13.000 million and \$4.100 million respectively. The original budgets for these projects were estimated in 2001, and did not provide for inflation or contingency amounts. The increases, which will be covered within the City's allocation, are required due to higher than anticipated costs for land acquisitions and construction escalations.
- (iii) A reduction to the Harbourfront – Water's Edge of \$0.145 million, allocated equally to both the City and the Province, due to the project being completed below budget.
- (iv) An increase of \$95.138 million in the East Bayfront Precinct Implementation as a result of:
 - the inclusion of below grade parking facilities to attract employment and tourism to the area. TWRC will partner with private sector developers in the construction and operation of these facilities, which in turn will yield revenues back to the TWRC and create a tangible asset for the Corporation that could be monetized in the future;
 - the implementation of the proposed Ground Floor Animation space south of Queen's Quay, which will require the developers to transfer this space to the TWRC for nominal consideration south of Queen's Quay. By taking ownership and operating control of this space, TWRC will ensure that East Bayfront will have an animated streetscape. TWRC will need to incur marketing and real estate costs (such as tenant improvements and legal fees), in turn receiving revenues from the tenants and creating a tangible asset that could be monetized in the future; and
 - completion of the Water's Edge Promenade through the precinct.

As part of its East Bayfront Business and Implementation Plan, which is the subject of a separate staff report also to be considered by Council at its July, 2006 meeting, the TWRC has updated the revenues expected to be generated by the sale/lease of public lands in the East Bayfront and West Donlands precincts, as well as the allocation of these revenues to the East Bayfront project.

The increased infrastructure costs will be covered entirely by revenues, which are consistent with the TWRC's updated calculations.

- (v) A reallocation of \$2.140 million of the City's contribution from the West Don Lands LRT to the East Bayfront LRT, offset by a reallocation in the same amount of the Provincial contribution from the East Bayfront LRT to the West Don Lands LRT, leaving

the total costs for the two projects unchanged. These adjustments were necessary to take into account City and Provincial funding caps, as the initiatives have different time frames for implementation.

- (vi) A reduction to the Naturalization of the Don River by \$19.915 million, allocated \$9.605 million to the City (net of a transfer of \$4.500 million from the City's "Unallocated" funding that appears in years 6 to 10 of the Plan) and \$10.310 million to the Federal government, pending the completion of the EA and costing for this project.
- (vii) A minor increase of \$0.501 million in the Federal contribution to the West Donlands/East Bayfront District Energy project (formerly known as the "Sustainability Strategy").
- (viii) The inclusion of \$1.500 million by the City in 2006 for Pier 4 Rehabilitation approved by Council at its meeting in June, 2006 as part of the revised 2006 funding for Waterfront.
- (ix) A minor reduction of \$0.200 million in the Federal funding of the Interim Sports Fields, to more closely match revised cost estimates for the project.
- (x) A reallocation of \$3.000 million of Federal funding from the Western Beaches Watercourse to the Regional Sport Complex. This resulted from the Watercourse being completed below the original cost estimate of \$27.000 million (including a \$4.000 million contingency), and will enable the funding to more closely match revised cost estimates for the Complex.
- (xi) An increase of \$8.211 million of Federal funding to the Central Waterfront Public Realm (formerly the Martin Goodman Trail – Phase 2). This funding will permit the Water's Edge Promenade to be implemented throughout the Central Waterfront consistent with the recently-completed design competition. The TWRC has indicated that the \$28.314 million for the project provided for in the Plan is a preliminary estimate that will likely need to be increased once detailed costing is completed. Any additional funding will be provided from future revenues or "Unallocated" government contributions.
- (xii) A net transfer of \$10.029 million from the City's "Unallocated" funding as follows: \$4.100 million to Mimico Linear Park, \$4.500 million to Naturalization of the Mouth of the Don River, \$1.500 million to Pier 4 Rehabilitation, offset by a transfer of \$0.072 million from Harbourfront – Water's Edge. Each of these adjustments has been discussed above in the relevant sections for the individual projects.

Conclusion:

The development and approval of a Five-Year Business Plan/Ten-Year Forecast for Waterfront Revitalization for 2006 – 2015 represents a major milestone in the transition of the Project from planning to implementation. The recommended Plan achieves all of the objectives set out for the review process and balances individual government priorities with the overall vision for Revitalization outlined in the City's Central Waterfront Secondary Plan: Making Waves.

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List of Attachments:

Appendix "A" -- Description of Projects and Deliverables Included in the Recommended Five-Year Plan/Ten-Year Forecast (2006 – 2015)

Appendix "B" – Recommended Five-Year Plan/Ten Year Forecast (2006 – 2015) – Detailed Cash Flow Requirements

APPENDIX “A”

Toronto Waterfront Revitalization Initiative **Five-Year Business Plan/Ten-Year Forecast (2006 – 2015)**

Project Descriptions and Deliverables

The following provides a brief description of each project (including the deliverables) identified in the Preferred Scenario outlined in Chart 1 in the body of this report. Projects and initiatives are discussed in the same order that they appear in the Chart.

(i) TWRC Corporate Costs

This funding will provide for the TWRC's corporate costs over the next ten-year period, including such expenditures as staff salaries and rent that are not allocated to specific projects.

(ii) Union Station Subway Platform

Union Station is downtown Toronto's hub for public transit. It is currently at capacity. This project will see the construction of a second subway platform at Union Station to provide additional passenger capacity and improve safety, and to make the station more accessible and efficient. It also includes the construction of a connection at the platform level between the subway and the Harbourfront LRT, eliminating the need for passengers to travel up one level from the platform to the concourse in order to transfer between the two systems. A new corridor to the west of the station will also be built to allow GO Transit passengers a by-pass route when going to the PATH system, rather than cutting through the station as is currently the case.

The major deliverables for this project are:

- Completion of sewer relocation and conceptual design by 2007/08;
- Completion of station design, and the commencement of construction of the subway platform and by-pass corridor by 2009/10; and
- Completion of construction of the subway platform and by-pass corridor by 2011.

(iii) Mouth of the Don EAs

This project provides for the completion of two very important Environmental Assessments.

The Lower Don River West Class Environmental Assessment was undertaken to examine alternative flood protection systems for the West Don Lands precinct, which is located in the flood plain of the Don River. This EA process has been completed, and concluded that a landform/berm and a bridge over the Don River are the preferred approach.

An Individual Environmental Assessment is being undertaken as a first step to naturalizing the mouth of the Don River. Currently this area is inaccessible and has poor water quality, contaminated soil and groundwater, and very little fish and wildlife. The naturalization process

will reclaim coastal wetlands, recreate wildlife and fish habitats, provide flood protection for the Portlands, and provide the public with access to new open spaces accommodating a variety of recreational activities. This EA is expected to be completed in 2007/08.

(iv) Front Street Extension

This project will provide for an extension of Front Street from Bathurst Street west to Dufferin Street, adding new eastbound and westbound ramps for the Gardiner Expressway west of Strachan Avenue. The resulting urban street will ease congestion in the Waterfront area by providing a new route into the central core from the west, thereby off-loading traffic from the elevated eastbound Expressway. The extension will also improve north-south connections west of Bathurst Street.

The timing of the deliverables for this project will depend on Council's determining the future of the Gardiner/Lakeshore corridor in 2007.

(v) Portlands Preparation

This priority project is intended to provide for improvements to the Portlands and West Don Lands, including a soil remediation strategy, implementation of preliminary infrastructure, commencement of a public space and parks program, and implementation of general clean-up and upgrading of sites and corridors within the precincts.

The major components are discussed below.

Cherry Beach

Located at the foot of Cherry Street in the Portlands, Cherry Beach is being transformed into a high quality urban beach within easy access of many existing neighbourhoods. The improvements already completed include new landscaping and the construction of a trail to Cherry Point, an overall clean-up of the area, the installation of proper restroom facilities, the rebuilding of the change houses, the restoration of the lifesaving station, and the repair of the western parking lot. The beach is now currently accessible by transit as well. Over the long term, Cherry Beach will become the western arm of the large regional Lake Ontario Park.

Park Design

Parks and public spaces are the defining characteristic of the first phase of Waterfront Revitalization in the Portlands. Two signature parks will be located in this part of the Central Waterfront, specifically Commissioner's Park and Lake Ontario Park. The Parks Design project supports the design phase of these parks, and has already provided for the completion of a Parks Framework, and a concept design for Commissioner's Park. A strategic plan for Lake Ontario Park is expected to be completed in 2007.

Soil Remediation Investigation for the Mouth of the Don

This study will develop an initial assessment of the geo-environmental constraints, including soil and groundwater contamination issues that will affect options for naturalizing the mouth of the Don River. It will involve a review of existing data, supplemented by the collection and analysis of samples. The results of this process, which will be completed in 2007/08, will be used to form a future risk assessment and management plan.

Commissioners Park Remediation

Commissioners Park will be a 41-acre waterfront park located between the Keating Channel and Commissioners Street designed to be both a landmark and an active recreation space. It will help meet existing demand for playing fields and park space, and will address future needs of the new communities planned in the West Don Lands, East Bayfront, and Portlands. The land included in the park will require remediation to a greater or lesser extent. This project will provide for the remediation plan to be prepared.

West Don Lands Environmental Remediation

This item will provide for a portion of the remediation required in the period 2010/11 to 2014/15 to implement the West Don Lands precinct, particularly for a section of District 1, and for Districts 2 and 4. The remainder of the funding required for the remediation of District 3 and significant areas of District 1 is included under the West Don Lands Precinct Implementation Project.

Portlands Phase I Improvements

This component consists of three initiatives designed to improve the attractiveness of the Portlands. These will be completed by 2007/08, and are listed below:

- Establishment of a Tree Nursery;
- Completion of the Portlands Core Infrastructure EA; and
- Demolition and clean up of two major contaminated sites.

West Don Lands and Queen's Quay LRT EAs

This component will see the completion of the EAs for the transit lines that will be constructed to service the West Don Lands and East Bayfront precincts. The studies will be finished by the end of 2008. The construction of the LRTs is funded under "Transportation Initiatives" discussed below. Construction in the West Don Lands will start in 2008 and in East Bayfront in 2009.

Concept Design Studies

The following provides a description of the main components of this item.

- In 2006, TWRC held an international design competition for the Central Waterfront to ensure that a consistent standard of design for the water's edge is implemented throughout the entire Waterfront. TWRC's design competition covered the three-kilometre area between Bathurst Street and Parliament Street and focused on the water's edge and Queens Quay Boulevard. The key objectives of the competition were to create continuous public access from Bathurst to Parliament, establish gateways at the heads of slips and complete the Martin Goodman Trail through the central area. Construction for the first phase of this project is scheduled to start at the end of 2006 and includes the transformation of Queens Quay between Spadina and York Street and the completion of the Martin Goodman Trail.
- A Sustainability Strategy was completed in 2005/06 to guide Waterfront Revitalization by ensuring that sustainability principles are integrated into all facets of the development, management, and operations of the proposed new facilities and communities. The framework supports and promotes many of the public policies set out in the Government of Canada's *Sustainable Development Strategies 2004 – 2006*, the *Provincial Smart Growth Strategies*, and the tri-government *Waterfront Scan and Environmental Improvement Strategy*.
- Similarly, a Green Buildings Performance Standards Study was completed in 2005, in order to assist the TWRC in developing green performance standards for residential and commercial buildings that will be included in developer proposal calls for future precinct developments. The Corporation is targeting LEED Gold as a standard for Waterfront Revitalization. LEED (Leadership in Energy and Environmental Design) is an international third-party building assessment and certification tool that is administered in Canada by the Canada Green Building Council.
- A Marine Strategy was completed in 2005/06 to ensure that diverse marine uses and users of the Toronto Waterfront are provided with adequate facilities in appropriate locations. The strategy focuses on all recreational, commercial, and industrial water-based activities in the area between Ashbridge's Bay and Humber Bay Park. Its scope includes:
 - Providing an inventory of existing marine facilities;
 - Identifying the issues relevant to and needs of marine users; and
 - Recommendations as to how to address deficiencies in current infrastructure and facilities.

(vi) Port Union Linear Park

This project will provide the construction of a 3.6 km trail system between Highland Creek and the Rouge River, and will involve land acquisition and design work as well. The project includes construction of lakefilled areas behind a new rubble shoreline, and a series of headland structures which will project into the lake, providing shoreline stability. A new bridge to carry the trail across Highland Creek will be constructed, and new wetlands and fisheries habitats will be created. Phase one, which consists of Highland Creek to the Pedestrian Node will be complete in the Fall of 2006.

(vii) Mimico Linear Park

Mimico Linear Park will be a 1 km waterside park from Humber Bay Park West to the Norris Crescent Parkette. The Park will include a trail for walking cycling and rollerblading along the waterfront, from the Superior Avenue Parkette to the Norris Crescent Parkette.

Construction will start in the Summer of 2006 and the park will be completed by the end of 2007/08.

(viii) Precinct Planning Studies

This project has already provided for the completion of the West Don Lands Precinct Plan and the East Bayfront Precinct Plan. The Portlands Implementation Plan was also completed in summer 2006. In addition, TWRC has established an Intelligent Community Strategy and created an Intelligent Community Advisory Committee and developed a business model for broadband infrastructure.

(ix) Harbourfront Water's Edge

This project has already provided for the completion of water's edge promenade and pier improvements at York Quay. Similar improvements were completed at John Quay in the summer of 2006.

(x) Precinct Implementation Projects

This project consists of the development of the West Don Lands and East Bayfront Precincts, and the West Waterfront EA & Design.

West Don Lands Precinct Implementation

The West Don Lands is an 80-acre site that runs from Parliament Street in the west to the Don River in the east, and from King Street south to the rail corridor. It is within walking distance of downtown, is located next to the Distillery District, and has good connections to the existing St. Lawrence and Corktown neighbourhoods. Currently, the land is almost entirely owned by the Provincial government.

The West Don Lands Precinct Plan was approved by Council in May, 2005, and is the recipient of the City's Award of Excellence in Urban Design.

The TWRC is now working with the government partners to begin the implementation of Phase One, which encompasses District 3 (the McCord site in the north), District 1 (the Mill Street Area adjacent to the Distillery District), and the flood protection landform which will ultimately become the 19-acre Don River Park.

The following deliverables will be achieved by the end of 2010/11:

- Occupancy in 1,250 residential units, including 950 market housing units and 300 affordable housing units, and
- Completion of infrastructure, including:
 - the flood protection landform and bridge over the Don River,
 - Don River Park and River Square,
 - major roads, water, sewer and stormwater infrastructure for Districts 3 and 1,
 - remediation and site preparation for Districts 3 and 1, and
 - a recreation centre and one daycare centre.

The West Don Lands LRT will also be completed within this time span. The EA will be funded under the Portlands Preparation Project, and all construction costs will be funded under the West Don Lands LRT Project.

The deliverables which will be achieved between 2010/11 and 2015/16 are:

- Occupancy in 2,500 residential units, including 2,000 market housing units and 500 affordable housing units,
- Completion of environmental remediation,
- Completion of a second daycare centre,
- Completion of Parliament Street Lanes, Distillery Park, Trinity Square and other parks in Districts 2 and 4, and
- Completion of a pedestrian bridge crossing from Don River Park.

The following deliverables will be achieved beyond 2015/6:

- Occupancy in 1,600 residential units,
- Completion of a pedestrian underpass at Trinity Street, and
- Completion of a bridge across Cherry Street.

East Bayfront Precinct Implementation

East Bayfront is a 90-acre site that runs south of the rail corridor between Jarvis and Cherry Streets, and is approximately the same size as Canary Wharf in London and Battery Park in New York City.

The vision for East Bayfront precinct is for a new urban waterfront community, a place of design excellence, high levels of sustainability and strong relationships to the water's edge. East Bayfront will accommodate a mixture of uses and a range of urban built form with buildings arranged to give appropriate definition, identity and scale to the public realm of the district while serving their intended uses.

The objective is for East Bayfront to be a new community, attractive to many different types of households from a wide range of incomes. In addition to a new school and community services, a mix of affordable and market housing will be provided throughout East Bayfront. It is also assumed that a viable and sustainable urban district is not simply a residential quarter of the city, but must be a full time mixed use place of living, employment, recreation, entertainment and public/cultural activities.

Council approved the East Bayfront Precinct Plan in the Fall of 2005. The East Bayfront Business and Implementation Plan provides detailed actions to show how development of the precinct will evolve. The East Bayfront Business and Implementation Plan has been submitted to the City and is targeted for Council consideration in July 2006. Phase One implementation will focus on the construction of Sherbourne Park, parts of the Water's Edge promenade and the development area contiguous to the Park.

Overall Objectives and Action Items:

The Business Plan will deliver on the Queen Elizabeth Docks (south of Queens Quay) by the completion date of 2021:

- 1.9 million square feet of residential housing including affordable housing for a total of 2400 units;
- 700,000 square feet of employment space and an employment strategy targeted at attracting 4,000 knowledge-based jobs to that space;
- 300,000 square feet of ground floor animation space and a high impact animation strategy to attract local, regional and international visitors and
- 100,000 square feet of community facilities including a new school.

An Environmental Assessment is currently underway to determine the final configuration of the LRT, and this work is expected to be complete by the end of 2007. Construction could begin shortly thereafter, and is targeted to be completed in 2011.

Central Waterfront West

The Central Waterfront West area is a 270 acre location encompassing both Ontario Place and Exhibition Place. The area is adjacent to the lake in close proximity to the downtown core.

Currently, Ontario Place is leading an initiative to define a new vision for the site. TWRC intends to work with both organizations to translate this vision into a Precinct Plan for the district. It is expected that this planning work, together with an environmental assessment process, will be completed between 2011 and 2015.

(xi) Strategic Land Acquisition

Funds have been earmarked for strategic properties at various locations across the waterfront that may be required for parks or public space purposes.

(xii) Transportation Initiatives

This item consists of the Front Street Pedestrian Bridge, the Gardiner EA (pending Council's decision on the future of the Gardiner/Lakeshore corridor), the West Don Lands LRT, and the East Bayfront LRT.

Front Street Pedestrian Bridge

This project is linked to the Front Street Extension, and will provide for an EA to study the construction of a pedestrian bridge over the road to connect the Liberty Village area to Fort York.

The timing of completion will depend on Council's determining the future of the Gardiner/Lakeshore corridor later in 2007.

West Don Lands LRT

Public transit as the primary mode of transportation is an underlying assumption for the development of all new waterfront communities. To that end, the West Don Lands Precinct Plan calls for an LRT route to be constructed on Cherry Street to ensure that all residences will be within a five-minute walking distance to transit. The line will be built in the early stages of development and completed by 2009/10, so that the service is available to new residents as soon as possible.

East Bayfront LRT

The East Bayfront Precinct Plan calls for an LRT route to be constructed on Queen's Quay to ensure that all residences will be within a five-minute walking distance to transit. The line will be started in the early stages of development and completed by 2014/15, so that the service is available to new residents as soon as possible.

(xiii) Naturalization of the Don River

The area around the mouth of the Don River is inaccessible and has poor water quality, contaminated soil and groundwater, and very little fish and wildlife. The naturalization process will reclaim coastal wetlands, recreate wildlife and fish habitats, provide flood protection for the Portlands, and provide the public with access to new open spaces accommodating a variety of recreational activities. An EA for this process is expected to be completed in 2007/08 under the Mouth of the Don EAs Project. Planning and design work will be completed and construction initiated by 2009/10, with construction being completed by 2014/15.

(xiv) Dockwall Repairs

This project will see the completion of repairs to the City-owned portion of the Dockwall at Bathurst Street. This work will be completed by the end of 2006 by the City's Parks division.

(xv) West Donlands/East Bayfront District Energy (formerly Sustainability Strategy)

The District Energy project will see the implementation of a district energy system in the West Don Lands and East Bayfront. A district energy system provides heating and cooling to a community of buildings from one central plant. Such an efficient thermal energy alternative reduces the development and operational costs of new buildings, and lowers overall air emissions. It may use natural gas, oil, or renewable energy as fuel.

A temporary district energy plant will service District 3 of West Don Lands. The completion of the temporary plant is targeted for 2008. A permanent plant will be required to service the needs for Districts 1, 2, and 4 for West Don Lands and Phase 1 for East Bayfront and is expected to be completed in 2010.

(xvi) Pier 4 Rehabilitation

The Pier 4 Rehabilitation project will provide for the retrofit of a historic City-owned building for public and museum purposes, and represents the integration of the building with the recently-completed Harbourfront Water's Edge Promenade work at John Quay.

(xvii) Sports Fields & Facilities & Parks Development

Interim Sports Fields

This project will provide for the design and construction necessary to implement interim sports fields in the Portlands, so that the existing demand for playing fields can be quickly addressed while Commissioners Park is being planned and developed. Located south of the Ship Channel, these fields will be suitable for a number of sports including soccer, field hockey and lacrosse. They are expected to be completed in 2007/08, and will be in place for 10 to 15 years.

Regional Sports Complex

This project will provide a multi-use, year-round recreation facility that will serve community-based and regional level recreation needs. A needs assessment, detailed design, and completion of construction are all expected to occur by March 31, 2008.

Western Beaches Watercourse

This project creates a 600-metre rowing and paddling facility located just west of Ontario Place and fronting on Marilyn Bell Park. Construction was completed in April 2006, in time for Toronto to host the International Dragon Boat Federation World Club Crew Championships in August 2006.

The course has been designed for potential future expansion to accommodate other types of competitive events as additional resources become available.

Portlands Permanent Beautification (Leslie Street Greening, Martin Goodman Trail – Phase 1, Other Portlands Beautification Improvements)

This initiative consists of clean-up and site preparation projects along the major corridors in the Portlands area (Leslie, Cherry, and Commissioners Streets, and Unwin Avenue) that will be completed by the end of 2007/08. These corridors are of particular importance to Waterfront renewal as they connect the City with the Portlands, and are the primary routes that lead to the future 500-acre Lake Ontario Park.

The proposed improvements will include the removal of debris and hoarding, tree planting, landscaping, and the installation of benches, picnic tables, garbage cans, lighting and signage. These will serve to make the areas more visually appealing and welcoming, create better and safer pedestrian and cycling access, improve air quality, and reduce noise from local industry. In addition, an EA process will be undertaken for the realignment of Unwin Avenue.

The project also includes improvements to the Martin Goodman Trail along Leslie Street and Unwin Avenues. Improvements have also been undertaken from Marilyn Bell Park, through Ontario Place to Coronation Park. In 2005, new signage for the Martin Goodman Trail was installed from Humber Bay to the R.C. Harris Treatment Plant.

Central Waterfront Public Realm (formerly Martin Goodman Trail – Phase 2)

Improvements and expansion to the Martin Goodman Trail are of critical importance to providing a continuously accessible waterfront. The completion of Phase 1 is included under the Portlands Beautification Project discussed above.

The scope of this second phase of work will see the completion of the Central Waterfront Promenade. The portion of the Promenade through East Bayfront is included in the East Bayfront Precinct Implementation Project.

Commissioners Park

Commissioners Park will be a 41-acre waterfront park located between the Keating Channel and Commissioners Street designed to be both a landmark and an active recreation space. It will help meet existing demand for playing fields and park space, and will address future needs of the new communities planned in the West Don Lands, East Bayfront, and Portlands districts.

Land acquisition, business relocation, design and working drawings are anticipated to be completed and construction initiated by 2011.

(xviii) Investments Supported by the Federal Government

Other Federal investments in the Waterfront include a study to determine the feasibility of establishing a Discovery Centre in Lake Ontario Park, installation of a seasonal theatre at Ashbridge's Bay for the company "Shakespeare Works", Harbourfront Centre Operating Funds to the end of 2005/06, support of design work associated with the Union Pearson Link required to connect Union Station and Pearson International Airport, construction of an underground parking lot at Harbourfront Canada Square, and establishment of a campus of the United Nations Peace University.

All of these initiatives will be completed by March 31, 2008.

(xviii) GO Transit Expansion

GO Transit is currently undertaking a \$1B capital expansion with a view to attracting more riders onto its system. The GO Transit Expansion project represents a component of the overall work, and includes modernizing the 70-year-old track and signal infrastructure. This in turn will increase the core capacity of the track network to accommodate additional GO and VIA trains as currently required, as well as any potential service expansion.

Enhancements will also be made to the storage yard close to Union Station to allow improved staging of trains and better use of the track capacity into and out of the Station to alleviate congestion in the area. The reliability of the existing operation will be improved, and the track network will be better able to accommodate additional GO trains in peak periods.

By enhancing the efficiency, reliability, and capacity of public transit, this project will help to reduce the amount of traffic travelling into the Central Waterfront, and will support improvements to the Gardiner/Lakeshore corridor. The work and flow of funds will be administered by Transport Canada and the Provincial Ministry of Transportation. The initiative will be completed by 2014/15.

(xix) Lake Ontario Park – Planning and Scoping and Phase 1 Development

Lake Ontario Park is one of TWRC's signature projects, and will be located along the Outer Harbour between Cherry Beach and Ashbridge's Bay, including Tommy Thompson Park.

The Portlands Preparation Project has already provided for the completion of a strategic plan for the Park.

This project provides for a concept design to be started and the public consultation process was launched in the Spring of 2006, and for the design process to be completed in 2007.

The Phase 1 Development component will see the completion of park design and working drawings and Phase 1 construction by March 31, 2008.

(xx) Tommy Thompson Park

This project will see the conversion of the current Leslie Street Spit into an urban wilderness park as part of the larger Lake Ontario Park. Key initiatives to be completed by 2007/08 include development of extensive cycling and walking trails, habitat restoration, shoreline protection, and construction of infrastructure including park washroom facilities and a bird banding research station.

(xxi) Funds for Water's Edge Promenade, Transit and Transportation Initiatives

This funding has been included as a lump sum beyond 2010 to provide the completion of the Water's Edge Promenade, the introduction of transit into the Portlands, and other transportation and servicing projects in both the Portlands and in the western section of the Waterfront. The specific scope of the project and allocation of money will be determined by the three governments in future years as the implementation of Revitalization proceeds to a more advanced phase.