

Igniting Innovation

A Call To Action
for Innovation-led
Economic Development
on Toronto's Waterfront

LAND ACKNOWLEDGMENT

We acknowledge the land we now call Toronto is the traditional territory of many nations including the Mississaugas of the Credit, the Anishnabeg, the Chippewa, the Haudenosaunee and the Wendat peoples and is now home to many diverse First Nations, Inuit and Métis peoples. We also acknowledge that Toronto is covered by Treaty 13 with the Mississaugas of the Credit and the Williams Treaties signed with multiple Mississaugas and Chippewa bands.

**A bold approach
to innovation
that starts on
the waterfront.**





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Source: Images provided by the City Toronto, unless otherwise indicated.

01. INTRODUCTORY LETTER

20 years of waterfront revitalization has transformed Toronto's relationship to Lake Ontario.

Together, the three orders of government through Waterfront Toronto have built dynamic mixed-use communities, iconic public spaces and innovative green infrastructure.

But the work of revitalization is far from complete.

The next phase will unlock nearly 600 acres for redevelopment in the Port Lands. Much of that land is publicly owned and a short 20-minute walk from downtown. At the same time, many new and exciting city-shaping projects are underway across Toronto's 43-kilometre shoreline, from Etobicoke to Scarborough. Few global cities have an opportunity like this.

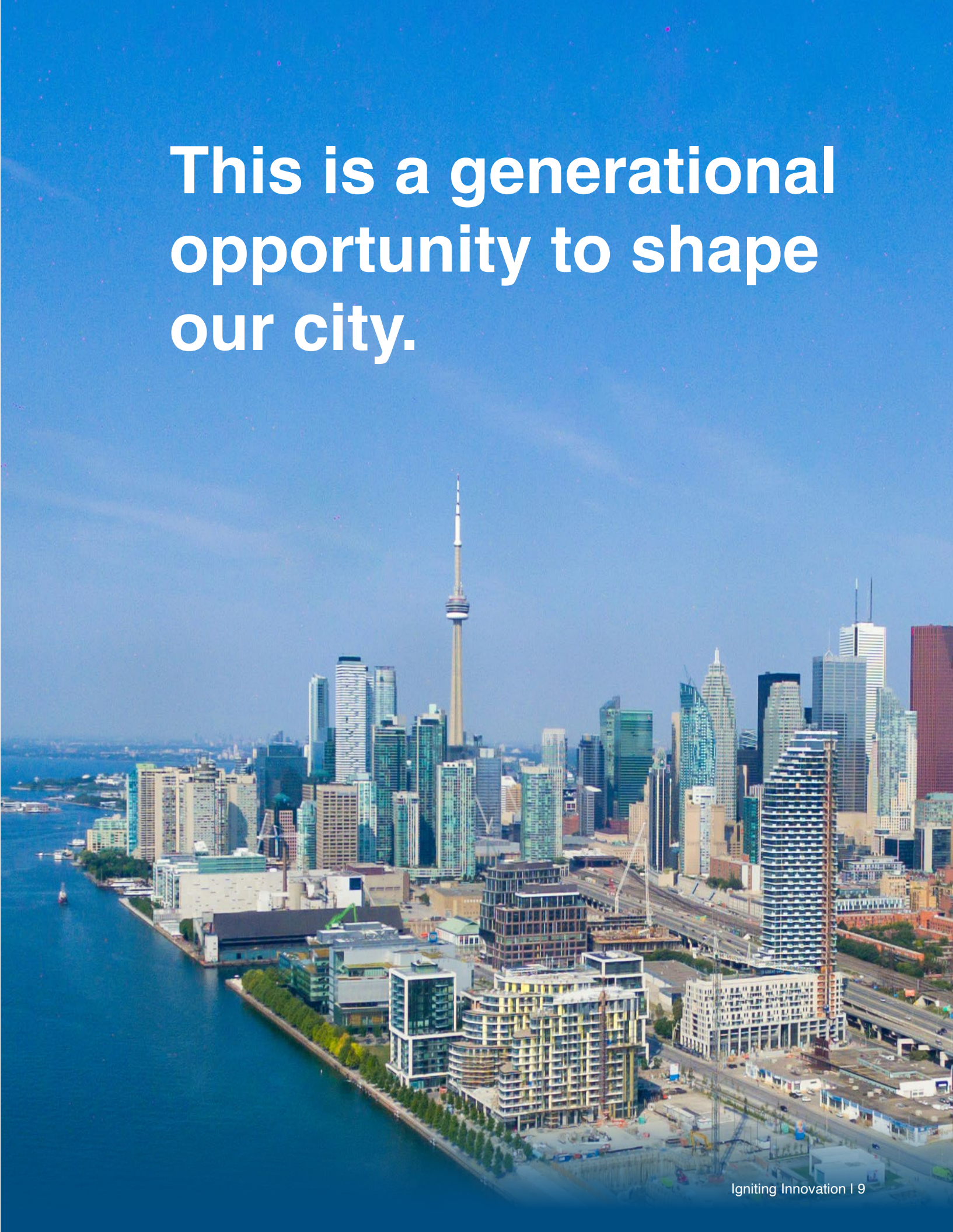
To help realize this generational opportunity, we propose harnessing the next phase of waterfront revitalization to ignite innovation in the service of big economic, social and environmental outcomes. It is a bold approach to strategic economic development that focuses on the next generation of world-class talent while advancing important outcomes like social inclusion, community building, reconciliation and climate resiliency.

This document is a call to action for a new, innovation-focused economic development strategy. The details will evolve but we believe the scale of the opportunity requires audacious thinking. Emerging into a more competitive and more unequal post-pandemic economy, Toronto needs bold ideas to build back better. The waterfront is where those ideas can take root and thrive.

I would like to thank the City's Audacity Panel, a small group of volunteer advisors, for helping shape the approach set out in this document. The panelists were Armughan Ahmad, Habon Ali, Vic Gupta, Lindsay Kretschmer, Mark MacDonald, Kristina Verner and Yung Wu.

Chris Murray

City Manager,
City of Toronto



This is a generational opportunity to shape our city.

How can we use the next phase of waterfront revitalization to attract talent, catalyze innovation and drive equitable economic growth?

02. EXECUTIVE SUMMARY

After 20 years of revitalization activity, Toronto's waterfront is ready to be unlocked.

Launched in October 2000, waterfront revitalization has transformed the central waterfront. Working together through Waterfront Toronto, the three orders of government have built dynamic new communities, award-winning public spaces and iconic new parks – all driving significant economic, social and environmental benefits. The achievements of the last two decades and the tri-government model that delivered them should be celebrated.

But the task is far from complete. Two decades of successful revitalization activities have created new, nationally significant opportunities.

Targeted for completion in 2024, the Port Lands Flood Protection Project will unlock nearly 600 acres of undeveloped land for revitalization, including 500 acres of publicly owned land. Few other major global cities have an opportunity like this – to imagine and then deliver entirely new districts on a massive scale in close proximity to downtown. At the same time, exciting new projects are taking shape across Toronto's 43-kilometer shoreline, from Rouge Park to Ontario Place to the western waterfront.

This is the next phase of waterfront revitalization. It is a generational opportunity. What will we do with it?

This document provides a bold answer focused on strategic economic development and a mission-based approach to innovation.

Emerging from the global pandemic, innovation is the key to equitable, long-term economic growth. Innovation is the transformation of knowledge into new or improved products and services.¹ It is the engine that drives improvements to our

standard of living and can create and sustain good, high-paying jobs for all.

A mission-based approach to innovation uses ambitious, inspirational objectives to attract talent and catalyze innovation in the service of big economic, social and environmental outcomes.

We propose three specific missions to guide the next phase of waterfront revitalization. The three missions are grounded in existing and emerging waterfront uses and three of Toronto's economic strengths: creative industries, life sciences and climate action. These are ambitious, city-wide missions that can be accelerated through the next phase of revitalization. They can also help deliver the other important priorities that define the renewed vision for waterfront revitalization:

- Truth, justice and reconciliation, including through Indigenous engagement;
- Equity, inclusion and access, including through housing; and
- Climate resilience and sustainability.

The three missions are not meant to replace existing plans, such as the Central Waterfront Secondary Plan² or the Port Lands Planning Framework.³ These and other foundational documents set the broad land use direction for the future development of the waterfront. The three missions build on these foundations by providing direction about how to use those new waterfront spaces – and the significant investments required to realize them – to attract talent and catalyze innovation.

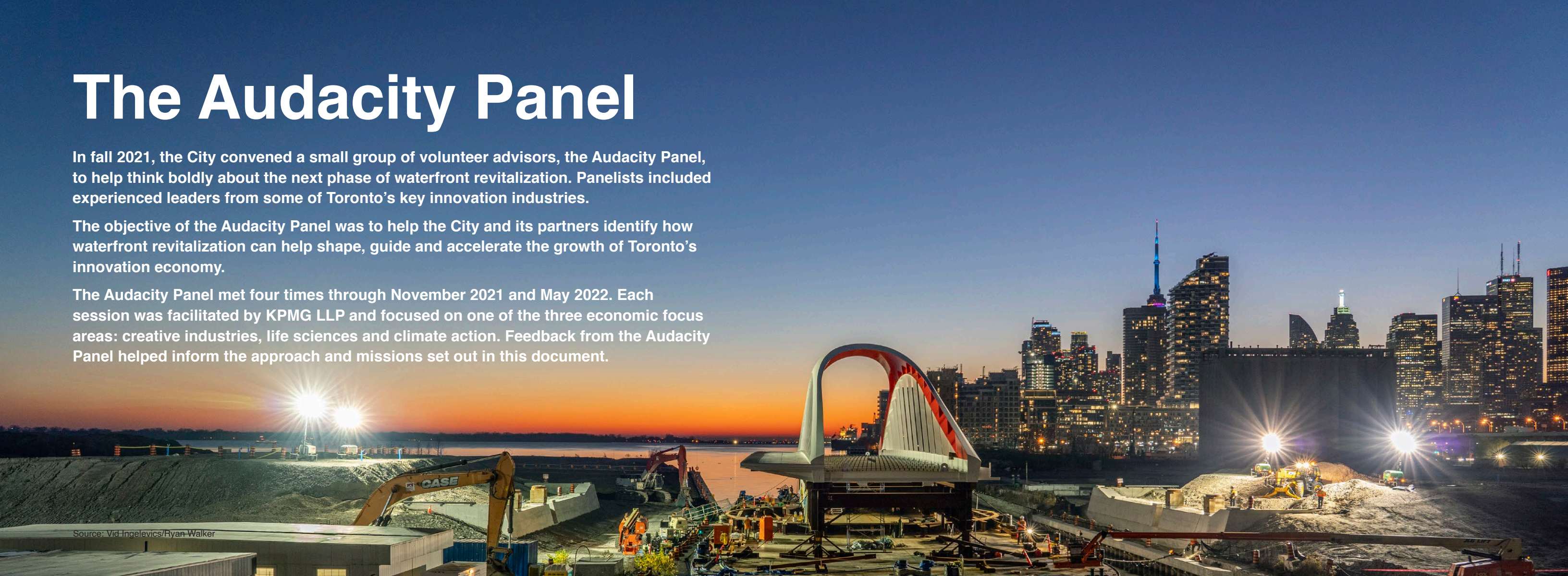
This is the beginning of the next chapter of waterfront revitalization. Realizing it will require audacity and ambition from Toronto and its waterfront partners.

The Audacity Panel

In fall 2021, the City convened a small group of volunteer advisors, the Audacity Panel, to help think boldly about the next phase of waterfront revitalization. Panelists included experienced leaders from some of Toronto's key innovation industries.

The objective of the Audacity Panel was to help the City and its partners identify how waterfront revitalization can help shape, guide and accelerate the growth of Toronto's innovation economy.

The Audacity Panel met four times through November 2021 and May 2022. Each session was facilitated by KPMG LLP and focused on one of the three economic focus areas: creative industries, life sciences and climate action. Feedback from the Audacity Panel helped inform the approach and missions set out in this document.



Source: Vid Ingelevics/Ryan Walker

We propose three missions to guide the next phase of waterfront revitalization.



Creative Industries

Establish Toronto as a global leader in emerging media and entertainment technology by 2040.



Life Sciences

Discover and manufacture revolutionary life science innovations in Toronto by 2040.



Climate Action

Build the world's leading climate positive urban district by 2040.

03. BUILDING ON A HISTORY OF SUCCESS

20 years later, waterfront revitalization is an enormous success. The central waterfront is more exciting, dynamic, livable and sustainable than ever before.

Award-winning parks and public spaces define the water's edge. Acres of iconic new spaces draw residents and visitors alike. A revitalized Queen's Quay, a truly world-class boulevard, links major destinations along the central waterfront.

Dynamic mixed-use neighbourhoods are rising in the West Don Lands and East Bayfront. Revitalization has transformed these once underutilized sites into vibrant new communities that will help our city and region grow, including 1,400 affordable housing units. Another 1,900 affordable units are already in the development pipeline.

The tri-government model – three orders of government working together with shared priorities through an arms-length delivery agent, Waterfront Toronto – deserves much of the praise. Unique in Canada, the tri-government model and Waterfront Toronto have enabled long-term investment, coordination and collaboration through effective governance, oversight and accountability, bridging the gap between the long-term needs of revitalization and the short-term realities of political and economic cycles.

This is partnership-based city-building, and today it goes far beyond the three orders of government. The waterfront partner ecosystem is richer than ever before. New entities like CreateTO, the City's strategic real estate arm and majority landowner in the Port Lands, are uniquely positioned to help maximize the potential of the next phase of revitalization activities.

ECONOMIC IMPACTS OF WATERFRONT REVITALIZATION⁴

\$2.7_b
of economic activity into the Canadian economy

5_k
permanent jobs created along the waterfront

\$1.1_b
in tax revenue generated

\$13.2_b
of private sector investment in the waterfront triggered

The next phase of waterfront revitalization – our generational opportunity – has two major elements.

The Port Lands

The largest undeveloped area left in Toronto, the Port Lands is a short 20-minute walk from downtown. The Port Lands Flood Protection Project will unlock nearly 600 acres of undeveloped land for revitalization by rerouting the mouth of the Don River, creating a new naturalized river valley system. This \$1.25 billion project is the largest urban redevelopment project in North America.



The Port Lands will redefine the boundaries of Toronto's space constrained downtown core, providing room for Toronto's innovation economy to grow and new communities for Torontonians to live, work and play. Set for completion in 2024, the flood protection project is the capstone of the most recent phase of waterfront revitalization, and creates the foundation for the next phase of opportunity.

Villiers Island is the first precinct-level development opportunity in the Port Lands. With construction anticipated to begin as early as 2025/26, this approximately 73 acre area will set an ambitious standard for climate positive design and complete community building, including through affordable housing, new transit and high-quality public realm.

The Wider Waterfront

Toronto's waterfront stretches 43-kilometres, from Etobicoke Creek in the West to Rouge River in the East. There are many new and exciting waterfront projects planned or already underway across this broad stretch of shoreline, including Rouge National Urban Park, improvements to Tommy Thompson Park and the Ontario Place Revitalization, to name a few.



The western and eastern waterfronts are where Toronto comes to play and explore, providing access to nature, recreational opportunities and unparalleled views of Lake Ontario. The next phase of waterfront revitalization is an opportunity to maximize the potential of these spaces through a coordinated, partnership-based governance and implementation model – from Etobicoke to Scarborough.

04. CANADA'S ECONOMIC ENGINE



Toronto is Canada's economic engine. With a metropolitan population of 6.2 million, Toronto is the fourth largest city in North America and produces approximately 20% of Canada's gross domestic product.

Much of that economic activity occurs in Toronto's dynamic downtown core. While the downtown core accounts for only 3% of Toronto's land area, it is Canada's largest employment cluster with over 800,000 businesses and nearly 40% of Canadian business headquarters.⁵

It is also home to a thriving residential community, including three of Canada's 10 fastest growing neighbourhoods and a diverse population with over 51% foreign-born.⁶

The downtown core is the heartbeat of Toronto's vibrant innovation ecosystem. It is Canada's business and financial capital, while also supporting the city's competitiveness in almost every other major business sector from technology and life sciences to green energy, film and television production and music and digital media. Cross-sectoral synergies and knowledge spillovers have spawned new leading-edge hybrid sectors including med-tech and green-tech.⁷

Toronto is Canada's leader in innovation enablers, with over 70 incubators, accelerators and co-working spaces that offer programs to support startups across a variety of sectors. Toronto is also home to one of the top technology hubs on the continent with a thriving startup community and an impressive list of multinational companies including Microsoft, IBM, Cisco, Google and Meta.

Toronto has a track-record of establishing and growing internationally significant economic districts in key sectors that drive innovation and attract and retain talent.

Two of these districts are the **Financial District** and the **Discovery District**.

THE FINANCIAL DISTRICT



Toronto is home to the second-largest financial centre in North America.⁸ The Financial District is where global financial institutions are located including Canada's five largest banks, three of the world's largest pension funds and three of the world's largest insurance companies. The district is also home to other renowned financial firms in private equity, venture capital and asset management. This cluster of businesses and talent has fueled Toronto's exploding fintech industry.

THE DISCOVERY DISTRICT



The Discovery District is a 2.5 km² downtown research and innovation hub that is comprised of 7 million ft² of facilities representing Canada's largest concentration of hospitals, research institutes, business incubators and venture capital organizations. MaRS, North America's largest urban innovation hub, is an anchor of the Discovery District. It is a launchpad and accelerator for over 1,400 startups and 120 tenants including research labs and global technology companies.

What will our next innovation district look like?

05. THE NEED TO EXPAND OUR INNOVATION ECOSYSTEM

Our dynamic, innovative downtown is a beacon for local, national and international talent.

But the downtown – and the thriving business districts that it supports – is space constrained and quickly reaching its physical capacity to support new jobs and attract new businesses.

Toronto’s innovators must find new spaces to scale and grow. The waterfront is a multi-generational opportunity to be that home.

We have already seen some of the leading organizations based in the Financial District and Discovery District move south of Front Street in search of more space and complete communities.

The next phase of waterfront revitalization can create new spaces for Toronto’s innovation-focused businesses to grow and scale, including the city’s universities, colleges and teaching and research hospitals. These spaces, closely connected to the downtown core, will support the growth of Toronto’s innovation ecosystem by providing the physical space and infrastructure required by companies to scale and grow at home rather than beyond our municipal boundaries.

EXAMPLES OF INNOVATION HAPPENING AT THE WATERFRONT

CIBC Square

Located in Toronto’s South Core, CIBC Square offers 3 million square feet of space across two office towers and a one-acre elevated park that helps connect the Financial District to the waterfront.



Waterfront Innovation Centre

Adjacent to Sugar Beach on Queens Quay East, the Waterfront Innovation Centre will provide approximately 400,000 square feet of office space for researchers and companies in Toronto, including a 24,000 square foot hub for a partnership between MaRS and the University of Toronto.



Artscape Daniels Launchpad

Located opposite Sugar Beach on Queens Quay East, Artscape Daniels Launchpad is a creative entrepreneurship hub dedicated to supporting Toronto’s artists and creatives to reach their full potential.



06. THE IMPORTANCE OF TALENT

Emerging from the global pandemic into a more competitive, knowledge-based global economy, the economic imperative facing Toronto – and Canada – is how to enable innovation.

Innovation drives sustainable, equitable economic growth by continuously transforming knowledge into new or improved products and services that create economic or social value.¹⁰ Toronto is starting from a position of strength: a highly educated population, a steady flow of immigration and a cluster of world-class research institutions and universities. Despite these strengths, Toronto – like Canada – significantly underperforms on innovation against its global peers.¹¹ We excel at discovery but have encountered challenges converting invention into innovation and growing our companies into world-leaders.¹²

Talent is the fuel for a vibrant innovation ecosystem. That is why it is critical to boost participation in the innovation economy, particularly from Toronto’s equity-deserving communities.¹³ Few of our peers have the depth and diversity of talent that Toronto takes for granted. It also means positioning Toronto as the top destination for the next generation of global talent.

The competition is ferocious. The rise of remote work means that the competition for talent is increasingly global. Local firms are competing against the world’s most dynamic multinationals for the same executive, management, technical and creative human resources. Toronto’s peer jurisdictions are increasing the level of competition with higher wages, lower taxes and other subsidies.

How can Toronto differentiate itself as a global destination for talent? We propose two strategies. First, setting bold, inspirational objectives that catalyze innovation and support innovation ecosystems. We explain how in the next section.

Second, building vibrant, complete communities. Through the “Great Resignation,” the next generation of talent is speaking with their feet and gravitating towards cities that offer a high quality of life and a shared sense of purpose and values.¹⁴ That means complete, connected and inclusive communities with a range of affordable housing options and a robust network of vibrant, public spaces all connected by accessible transit services.

For the first time in a generation, Toronto’s population declined during the pandemic.¹⁵ The next phase of waterfront revitalization must focus on building the dynamic, livable and affordable communities that will attract and retain the next generation of talent.

SPOTLIGHT ON THE MaRS DISCOVERY DISTRICT



North America’s Largest Innovation Hub

MaRS is a launchpad for start-ups, a platform for researchers and a convening place for Canada’s innovation economy. It is an anchor of Toronto’s Discovery District.

MaRS directly supports more than 1,400 ventures providing tailored resources to help them grow from startups to market leaders. It also plays a vital role in bringing together ventures, investors, policymakers and public partners to drive impact and economic advantage in the innovation economy.¹⁶

 **\$11.6b**
GDP contribution from MaRS-supported companies

22,800 
new jobs created by MaRS-supported ventures

 **120+**
startups, corporations and non-profit tenants¹⁷

07. A BOLD APPROACH TO INNOVATION

Harnessing the next phase of waterfront revitalization to attract talent and ignite innovation requires a bold approach. Where do we start?

Missions & Moonshots

A mission-oriented approach to innovation matches the scale and complexity of our post-pandemic moment. Often referred to as a “moonshot” after the United States’ Apollo program, a mission is an ambitious, inspirational objective that attracts talent and catalyzes innovation across multiple sectors.¹⁸ By “aiming big,” missions create platforms to mobilize and activate public, private and nonprofit actors in pursuit of lasting public value.

Missions cannot be achieved through individual action. Their power is in providing direction to a broad range of individuals, firms, governments, academics and other stakeholders towards a shared, measurable objective. Achieving that objective requires a portfolio of actions – investments, major projects, policy measures, regulatory changes, more agile governance, new approaches to procurement – that act as a catalyst for broad, cross-sector innovation. Put simply, missions direct our efforts towards big outcomes, catalyzing innovation and developing talent along the way.

Governments at all levels are using “moonshot thinking” to harness innovation to address today’s most pressing societal challenges. The European Commission, for example, set an ambitious goal of delivering 100 climate neutral cities by 2030, and the United States recently announced a cancer moonshot that aims to reduce the death rate from cancer by 50% in the next 25 years.¹⁹

This document is a call to action: how can we use “moonshot thinking” to guide the next 20 years of waterfront revitalization?

WHAT MAKES A GREAT MISSION?

Toronto can learn from other jurisdictions that are using mission-based approaches to harness innovation in pursuit of equitable economic growth. An effective mission should be:²⁰

Impactful

Drive significant outcomes that advance prosperity and livability for all.

Inspirational

Galvanize a broad range of stakeholders to take action through an appeal to imagination and audacity.

Measurable

Identify specific targets to measure progress and adjust approaches in real time.

Solution Neutral

Create the conditions for the best solutions to evolve across a range of sectors rather than focusing on particular solutions, technologies or firms.

Above all else, an effective mission is grounded in robust engagement. Ambitious actions and breakthrough results require a durable consensus across a broad range of stakeholders – they cannot be achieved acting alone.

An aerial photograph of a city, likely Chicago, showing a dense urban landscape with numerous skyscrapers and a river winding through it. The image is overlaid with a teal color filter. The text is positioned on the left side of the image.

**Three bold missions
to ignite innovation
and attract the next
generation of talent.**

08. IGNITING INNOVATION

This section proposes three bold missions to guide the next phase of waterfront revitalization.

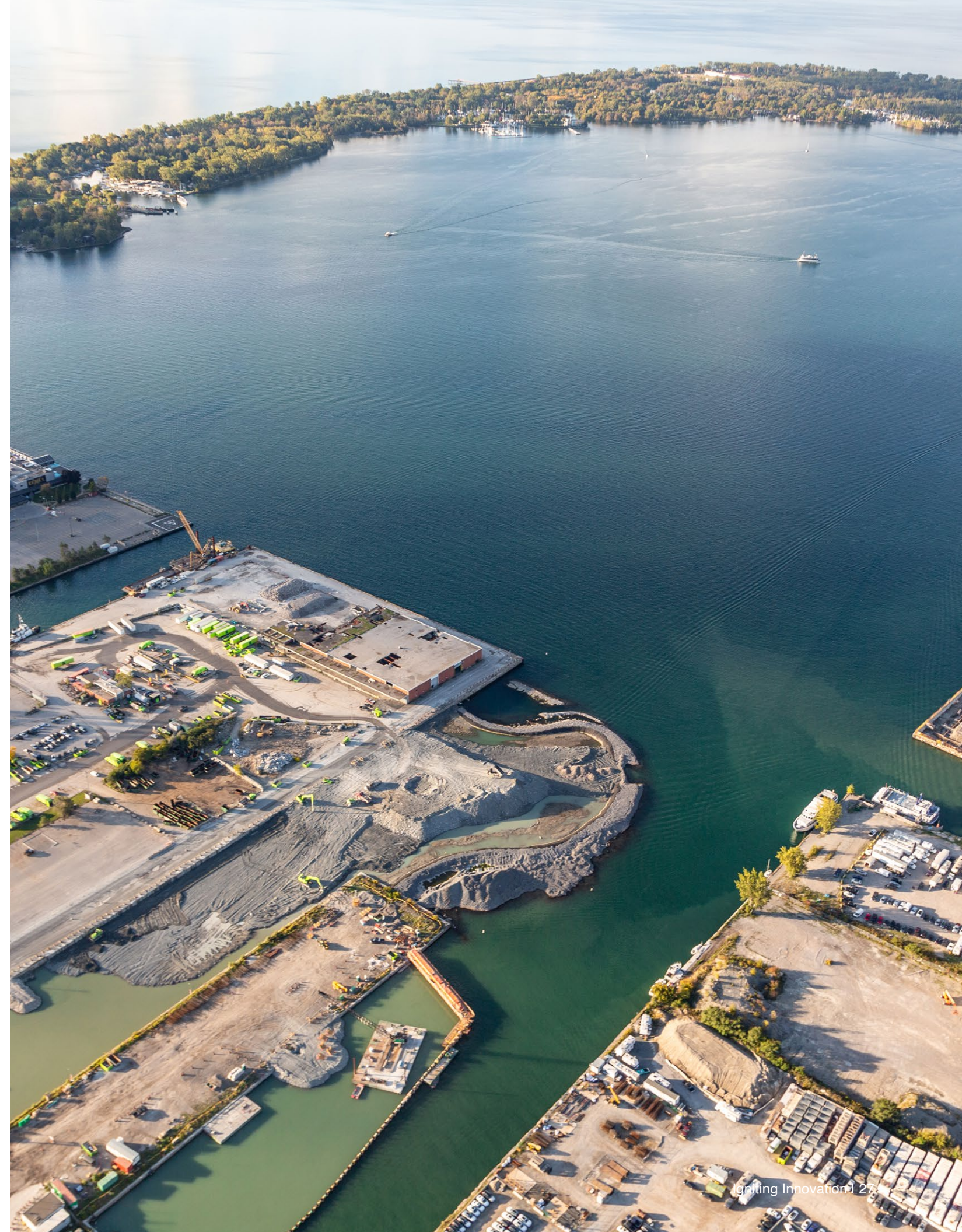
Each mission is centred on one of Toronto's fast-growing economic sectors: creative industries, life sciences and climate action. These are some of our greatest economic strengths. Toronto is home to the third largest entertainment cluster in North America, the largest life sciences cluster in Canada and the largest clean technology cluster in Ontario.²¹ While we can expect economic growth, commercialization opportunities and innovation from investment in these high-growth sectors, the three missions can also contribute to significant social and environmental outcomes, from the creation of good, sustainable jobs to significant growth and development opportunities for Toronto's equity-deserving communities.

The proposed missions set ambitious, inspirational objectives to attract talent and catalyze innovation in each of the three sectors by promoting collaboration across industries, academia and public and private sectors.

This is about using the next phase of waterfront revitalization to take deliberate actions and make purposeful investments to position Toronto for success. It is also about ambition. These are big, ambitious goals. They are meant to galvanize our communities and draw the next generation of talent to Toronto.

By investing in our strengths, we have the opportunity to solidify Toronto as a global leader in these and other sectors and get a head start in the global race for talent.

Three ambitious missions will inspire the next generation of talent. These are multi-generational goals that can start on the waterfront but scale across the city.



The Mission

Establish Toronto as a global leader in emerging media and entertainment technology by 2040.



CREATIVE INDUSTRIES

The Waterfront Opportunity

Toronto is where content creation, production and post-production combine with a pipeline of specialized talent to unlock new culture and creative industries. Much of it is taking place in the Port Lands, which is home to the biggest concentration of Toronto's studio space and entertainment industry jobs.

The media and entertainment industry is fast-changing and continually evolving as technology and creativity converge. Innovation such as interactive and immersive design, visual effects, web3, NFTs, augmented and virtual reality and other emerging technologies are set to transform film, television and digital media. Toronto can build on its reputation as a global centre for television and film production to capture a leadership position in these emerging sectors.²²

One of the greatest opportunities for Toronto in this sector is the cultural diversity of our city and talent. We have seen recent examples of Toronto being profiled on the global stage through art, music and film and we expect that trend to continue through emerging media and entertainment sectors. Providing opportunities and programs for equity-deserving groups can demonstrate the rich culture of our city.

Through the next phase of waterfront revitalization, Toronto can build on existing creative clusters to catapult into a leadership position in media and entertainment technology. It will require new partnerships between the public, private and nonprofit sectors to unleash creativity and innovation.

The next phase of waterfront revitalization can enable that creativity and innovation by:

- Providing the physical space for Toronto's creative industries to scale, gather, collaborate and grow.
- Ensure that next generation digital infrastructure including networks and data centres are provided to enable investment attraction and innovation capacity across creative industries.
- Creating incentives to enhance and fuel the commercialization of creativity and innovation to generate long-term economic growth.
- Facilitating partnerships and collaboration between higher education institutions and culture and creative industry organizations.
- Developing new pathways for people to enter creative industries for underrepresented and equity-deserving communities, including Indigenous communities, newcomers and youth.

Building on our Strengths

The waterfront is already home to a robust creative industry. In 2021, total film, television and digital media product investment reached a historic \$2.5 billion dollars.²³ Most of that activity occurred in the Port Lands, which is home to Pinewood Toronto Studios, StudioCity, Revival Film Studios and the recently announced Cinespace/Netflix hub.

In addition, the City and CreateTO recently announced a partnership to develop the Basin Media Hub – a state of the art 8.9 acre art, film, television and digital media centre that will include eight sound stages and production office space. OverActive Media also recently announced their plans to build a 7,000-seat gaming and esports venue in the heart of the Exhibition Place.

The city's strengths go beyond the waterfront. The Toronto International Film Festival, the world's largest public film festival, generates more than \$200 million in annual economic activity.²⁴ The City's TO Screen Industry Pathways program is also working with schools and community groups to train new talent for in-demand jobs in film, television and digital media with a focus on diversity and inclusion.

Source: Pexels

LIFE SCIENCES

The Waterfront Opportunity

The life sciences sector is witnessing an unprecedented pace of innovation driven by technological leaps in areas like personalized healthcare, regenerative medicine, genomics and synthetic biology. This growth is being accelerated by the adoption of new technologies in healthcare such as artificial intelligence, robotics and big data analytics.

Toronto has a long history of discovering groundbreaking health and life science innovations thanks to our world-class universities and hospitals. However, Toronto consistently falls short in supporting innovators in the commercialization and scaling of breakthroughs into dynamic companies due in large part to a lack of lab space and manufacturing facilities.

It is estimated that there is more than three million square feet of unmet demand for R&D lab and manufacturing space in the Toronto area. This is driving hundreds of companies to leave the region for other cities and countries with this specialized infrastructure. Helping these dynamic businesses grow in Toronto would help create and sustain good, high-paying jobs and drive economic growth.

The COVID-19 pandemic has also underscored the importance of local lab and manufacturing capabilities for the prevention and rapid development and deployment of vaccinations and lifesaving therapies.

The waterfront provides an opportunity to expand capacity to ensure that the next revolutionary health and life science innovations can be discovered, scaled and commercialized in Toronto.

The next phase of waterfront revitalization can enable this by:

- Providing the physical space for Toronto's health and biotechnology ecosystem to gather, collaborate and grow from a national to a global leader.
- Creating market opportunities to help Toronto's biomedical leaders commercialize new ideas and convert cutting-edge research into long-term economic growth and positive health outcomes.
- Working with industry, academic and healthcare partners to develop state-of-the-art wet lab space and manufacturing facilities to help local companies scale-up.
- Developing vibrant, affordable communities for all Torontonians, including the next generation of life science talent.

Building on our Strengths

The waterfront provides an opportunity to build on the momentum of Toronto's Discovery District. The waterfront is already home to a new partnership in the life science ecosystem. George Brown's Daphne Cockwell Centre for Health Science has brought much needed lab space, classrooms and a critical mass of life sciences professionals to the central waterfront.

Similarly, the new Reikai Centre Long Term Care Centre in the West Don Lands will include partnerships with organizations such as Humber College and St. Michaels Hospital to provide innovative health care delivery and education opportunities. In the West Don Lands, the new Anishnawbe Health facility will be an innovative hub for the health, spiritual, employment and training needs of Indigenous communities.

Building on this foundation through robust engagement with Toronto's life sciences ecosystem will be critical to discovering and manufacturing revolutionary life sciences innovations in Toronto by 2040.

The Mission

Discover and manufacture revolutionary life science innovations in Toronto by 2040.



The Mission

Build the world's leading climate positive urban district by 2040.



CLIMATE ACTION

The Waterfront Opportunity

The recent United Nations Climate Change Conference (COP26) reinforced the fact that the window for action is closing quickly. Joining its peers, Toronto declared a climate emergency in 2019. TransformTO, the City's climate action strategy, included a bold commitment to achieve net zero by 2040 with specific actions across a range of sectors, including buildings, transportation and energy.²⁵

The waterfront is where the City and Waterfront Toronto have been leading on climate action and the Port Lands provides a unique opportunity to build the world's largest climate positive urban district.

The Port Lands offers a unique opportunity to holistically plan a new urban district with consideration for infrastructure, urban design, real estate and cleantech programming. Bringing together city-builders from these and other disciplines, Toronto can create outsized economic and environmental benefits through innovation. Local cleantech innovators can use the Port Lands to prove and refine their technologies and services, creating export opportunities with other global cities that will seek to replicate our success.

Delivering on this mission by 2040 will require bold innovations by government and its partners in the public, private and nonprofit sectors.

The next phase of waterfront revitalization can enable that innovation by:

- Providing the physical space for Toronto's climate action ecosystem to gather, collaborate and grow through engagement starting in the pre-development phase of the Port Lands.
- Building market opportunities for Toronto's cleantech leaders to develop, test and refine new products and services.
- Developing new regulatory approaches to enhance and incentivize demand for more resilient infrastructure – which can be scaled city-wide.
- Encouraging the the next generation of cleantech talent with green economy workforce development opportunities, including partnerships with the skilled trades and post-secondary institutions.
- Promoting clean construction by re-purposing and refurbishing infrastructure assets to avoid demolition and using low-carbon materials.
- Developing new sources of capital through commercialization of products and technology to drive a cleaner, more sustainable world.

Building on our Strengths

The proposed mission builds on an existing foundation of climate-focused city-building, beginning in the core and expanding to the waterfront. The Port Lands Flood Protection Project, for example, will drastically improve resilience to extreme-weather events on Toronto's eastern waterfront. Similarly, Waterfront Toronto is currently developing enhanced green standards for Villiers Island, the first phase of redevelopment in the Port Lands following the flood protection activities.

Villiers Island is planned to be Toronto's first climate-positive district and presents a prime location for testing and refining green technology and approaches. Building the world's leading climate positive urban district is about integrating and scaling these initiatives and other foundational projects to new, ambitious heights.

09. CALL TO ACTION

A mission-based approach to talent and innovation requires deliberate, concerted action from the three orders of government, waterfront partners, including Waterfront Toronto and CreateTO, industry leaders, community partners, academics and members of the public. In short, it requires a “Team Toronto” approach.

The first step is robust engagement and communication. Breakthrough results will require broad, durable consensus on what we are trying to achieve. This document presents three missions to guide the next phase of waterfront revitalization. They are presented as a starting point for discussion.

As an immediate next step, the City will begin discussions with its waterfront partners, including the other orders of government, about the three missions and the actions required to deliver on them. How can each partner, working together, coordinate actions to advance the missions? The City will also continue public, industry, stakeholder and Indigenous engagement to discuss the proposed mission-based approach and the specific objectives that could guide each mission.

The City, Waterfront Toronto and CreateTO are currently preparing a detailed implementation plan for the first phase of the redevelopment of the Port Lands, Villiers Island. Similarly, the City is working closely with other waterfront partners like the Government of Canada, Government of Ontario, Infrastructure Ontario and the Toronto and Region Conservation Authority on impactful wider waterfront projects, like the redevelopment of Ontario Place and improvements to Tommy Thompson Park.

The mission-based approach outlined in this document is meant to inform this work. As these and other major projects take shape, the three missions will inform the identification of priority projects, investments and other actions. The power of the approach outlined in this document is to align and direct a broad range of actions and stakeholders towards big outcomes that catalyze innovation and attract talent, further solidifying Toronto’s position as Canada’s economic engine.

The proposed call to action and collaborative approach must involve the original stewards of these lands in a meaningful way that takes First Nations, Métis and Inuit perspectives, interests and approaches into account. This will mean doing things differently. It will also mean taking the time necessary to co-create opportunities with Indigenous Peoples on the waterfront, and to ensure that Indigenous Peoples are engaged as partners in the next phase of revitalization.

The City is in the early stages of a dedicated Indigenous engagement and partnership process that will inform the implementation of the renewed vision for the next phase of waterfront revitalization. A key part of this work will be finding opportunities for “for Indigenous by Indigenous” approaches.

Endnotes

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