

# Port Lands Acceleration Initiative

## Key Findings & Next Steps

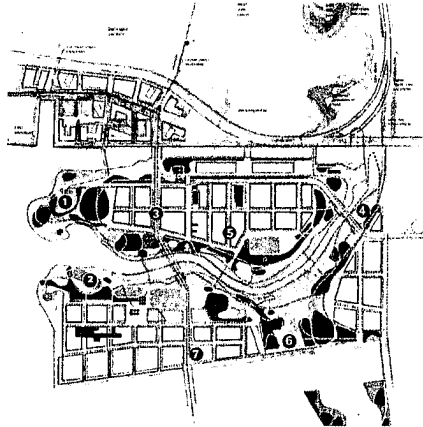
Executive Committee

September 10, 2012

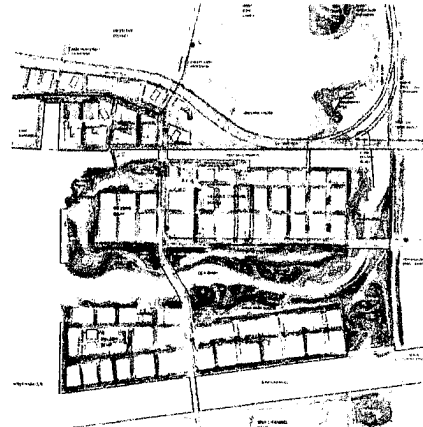
### **The PLAI incorporates the following work:**

- Summary of Findings (Urban Strategies)
- Port Lands Business Plan (City staff with NBLC)
- Market Sounding (PwC)
- Development Demand and Revenue Projections, Economic Analysis and Financing Options (C&W, Urban Strategies, Scotia Capital, Cam Watson & Associates, Urbanation)
- Infrastructure Requirements for the Port Lands (Waterfront Toronto, Aecon Construction, Hanscomb Consultants, Parsons Brinkerhoff Halsall, Sernas)
- Flood Protection Strategy (TRCA, Aecom)
- Planning Strategy (Planning Alliance, MVVA)
- Public Consultation Process (LURA, Swerhun Facilitation)
- Development Model Assessment (NBLC)
- Port Lands Business Plan Review (Hemson Consulting)

The 2010 flood protection plan has been refined to reduce costs and meets the EA objectives while producing a better overall plan.

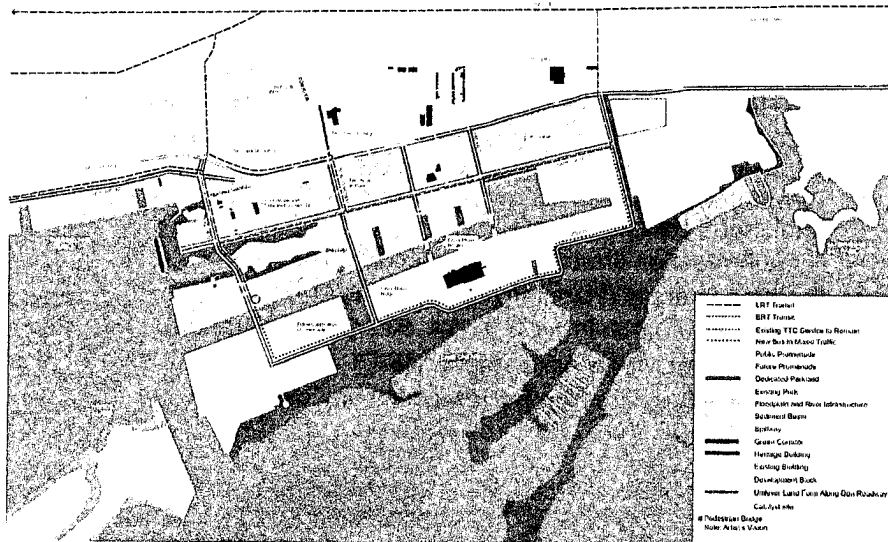


4WS Preferred (2010)

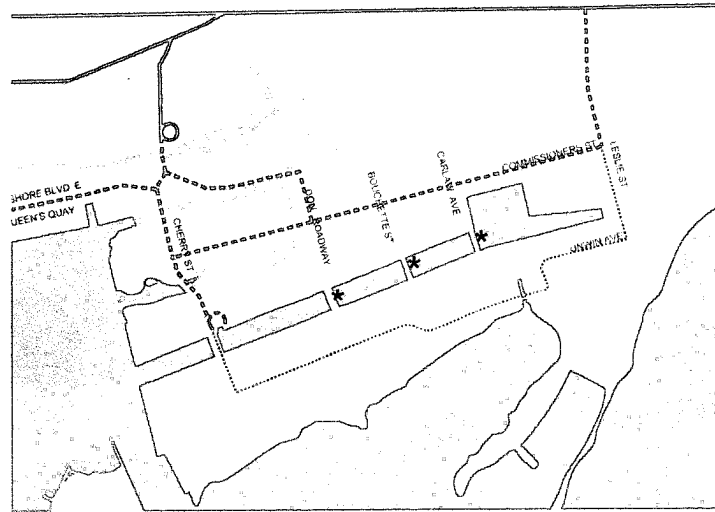


4WS Re-aligned (2012)

Parks, open spaces, naturalization and flood protection remain key components of the revitalization of the Port Lands.

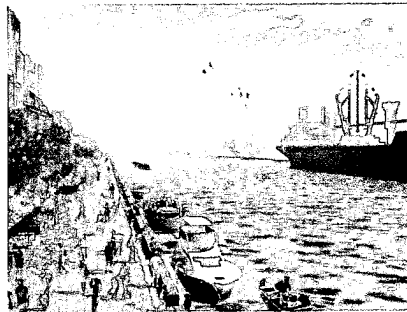


**Transit will be a major catalyst for development  
in the Port Lands.**



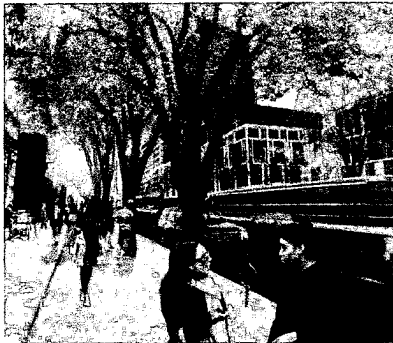
**Identified that existing industries and port users are vital to the  
function of the City; they define the character of the Port  
Lands.**

- Consulted with businesses and port users.
- Established Land Owner and User Advisory Committee and held one-on-one meetings with owners.
- Identified that existing port uses are vital to the City and define the character of the Port Lands.

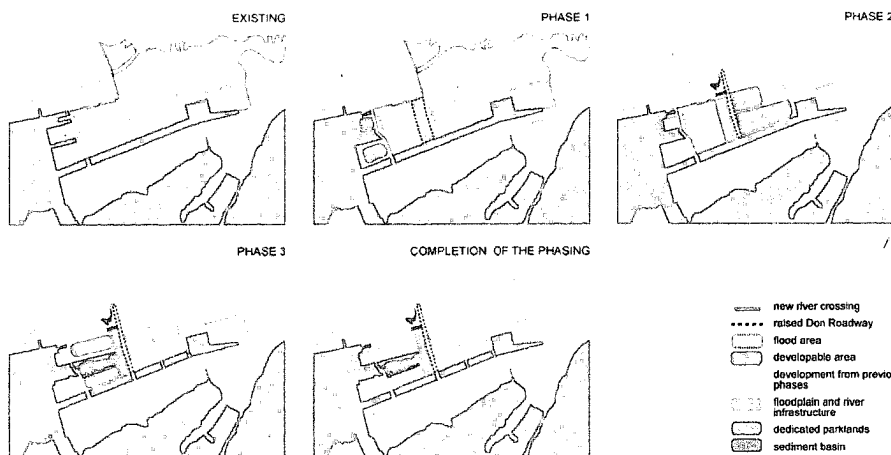


**The private sector has expressed a strong interest in developing the Port Lands; this report will provide a road map to implementation.**

- Business plan looks to the private sector to fund and finance major infrastructure.
- Land Owner Groups will allow owners to collaborate and develop solutions to providing required infrastructure.
- We will start with Cousins and Polson Quays and the Film Studio District.



**Phasing implementation and matching costs with revenue is the key to making revitalization of the Port Lands affordable and less dependent on public funds.**



### Costs Per Phase of Development

	Phases in C&W 30-Yr Financial Model		Post 30-Yr Phases			Total
	Cousins & Polson Quays (Phase 1)	Film Studio Precinct (Phase 2)	Lower Don Lands (Phase 3)	River Mouth Naturalization (Phase 4 & 5)	Balance of PL North of Ship Channel	
Flood Protection	\$65	\$114	\$262	\$15	\$0	\$456
Major Infrastructure	\$267	\$226	\$178	\$0	\$72	\$743
Transit Infrastructure	\$26	\$82	\$70	\$0	\$20	\$198
Local Infrastructure*	\$89	\$194	\$200	\$0	\$20	\$503
<b>Total Investment</b>	<b>\$447</b>	<b>\$616</b>	<b>\$710</b>	<b>\$15</b>	<b>\$112</b>	<b>\$1,900</b>

### Cushman & Wakefield Financial Model

#### 30 Year City Cash Flow for Phases 1 & 2 (\$millions) From C&W Port Lands Financial Model

	Nominal (Inflated)			Total	NPV 10%
	Years				
	0-10	11-20	21-30		
Land Sale Revenue	42	316	108	<b>\$467</b>	<b>\$106</b>
Development Charges Rev.	23	102	48	<b>\$172</b>	<b>\$40</b>
Total Estimated Costs	(\$61)	(\$868)	(\$251)	<b>(\$1,180)</b>	<b>(\$335)</b>
<b>Total</b>	<b>4</b>	<b>(\$450)</b>	<b>(\$95)</b>	<b>(\$540)</b>	<b>(\$189)</b>

**Revised Peer Review Financial Model**

**Revised City Cash Flow for Phases 1 & 2 (\$millions)  
Hybrid DC Strategy and NBLC Model Amendments**

	Nominal (Inflated)				NPV 8%	
	Years				Total	Total
	0-10	11-20	21-30	31-60		
Land Sale Revenue	67	419	68	0	\$554	\$175
Development Charges Rev.	77	119	102	460	\$757	\$128
Total Estimated Costs	(\$61)	(\$868)	(\$251)	0	(\$1,180)	(\$420)
<b>Total</b>	<b>83</b>	<b>(\$330)</b>	<b>(\$82)</b>	<b>460</b>	<b>131</b>	<b>(\$118)</b>

**The Business Plan utilizes available mechanisms to secure private sector contributions for municipal infrastructure and public amenities.**

Possible Revenue Source	Potential feasibility according to City staff
Land Sales	core funding source
Area-Specific Development Charge	should be considered
City-Wide Development Charge	should be considered
Local Improvement Charges	should not be considered
Local Property Tax Surcharge	should not be considered
City-wide Rapid Transit Funding	should be considered
Future Property Taxes	needed for future City services
J/V development of City land	use selectively
Philanthropy	should be considered
Section 37	marginal application
General taxes (all orders of gov't)	if necessary and gov't(s) agree

**The Port Lands can plan an important role in the future of Toronto as a global city and is a major opportunity that can now be successfully realised.**

- Polson and Cousins Quay are dramatic locations and offer some of the best views in the city.
- Port Lands are an opportunity to create a new city district with a strong employment based.
- Combination of close proximity to the downtown and natural environment is unlike any location in the region.



### **Next Steps**

- Complete the DMNP EA based on the 2012 "4WS Re-aligned" plan realized through the Port Lands Acceleration Initiative;
- Amend Official Plan Amendment 388, to amend the Central Waterfront Secondary Plan approved by City council in 2010, to ensure consistency with the results of the Port Lands Acceleration Initiative and the revised DMNP EA;
- Initiate precinct planning for Cousins and Polson Quays and the Film Studio District;
- Establish a land owners group, as part of the precinct planning process, to begin discussion on cost sharing and financing of infrastructure required to support development;
- Establish an area specific development charge for lands that benefit from the implementation of flood protection measures in the flood plan; and

The Executive Steering Committee for the Port Lands Acceleration Initiative will continue to provide oversight for future work on the precinct plans.

