

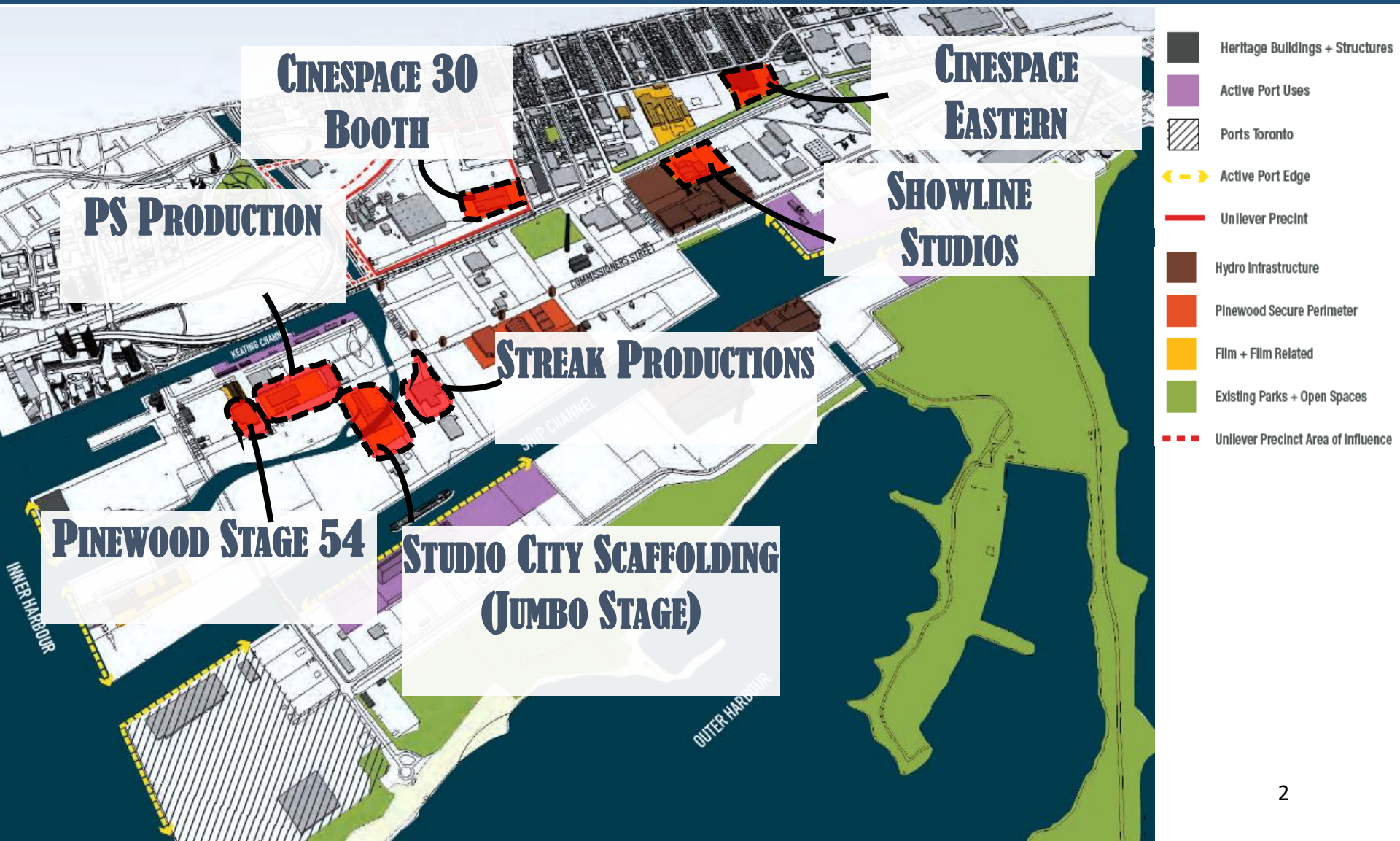
An aerial architectural rendering of a film studio infrastructure project. The image shows a complex of buildings, roads, and green spaces. A prominent feature is a large, curved road or canal that winds through the site. The buildings are arranged in a grid-like pattern, with some larger, more complex structures. The overall scene is a detailed, top-down view of a planned development.

Options for Film Studio Infrastructure

Attachment 1

February 2018

Threatened/Displaced Studio/Workshop Space



Studio + PS Production Immediate Replacement Requirement 213,000 ft²



- Heritage Buildings + Structures
- Active Port Uses
- Ports Toronto
- Active Port Edge
- Unilever Precinct
- Hydro Infrastructure
- Pinewood Secure Perimeter
- Film + Film Related
- Existing Parks + Open Spaces
- Unilever Precinct Area of Influence

Required Replacement Sites by End of March 2019



75 Commissioners
Studio City Scaffold (TPLC Lease)

40,000 Studio /10,000 Workshop

50,000 s.f.



95 Commissioners
Streak Productions (TPLC Lease)

All Workshop

68,756 s.f.

TOTAL
118,756 s.f.

Required Replacement Sites by End of December 2019



54 Commissioners St
Studio 54 (Waterfront Toronto Lease)

32,475 Studio / 6,792 Workshop

39,267 s.f.



80 Commissioners St
PS Productions (TPLC Lease)

Ancillary / Post Production

54,824 s.f.

TOTAL
94,091 s.f.

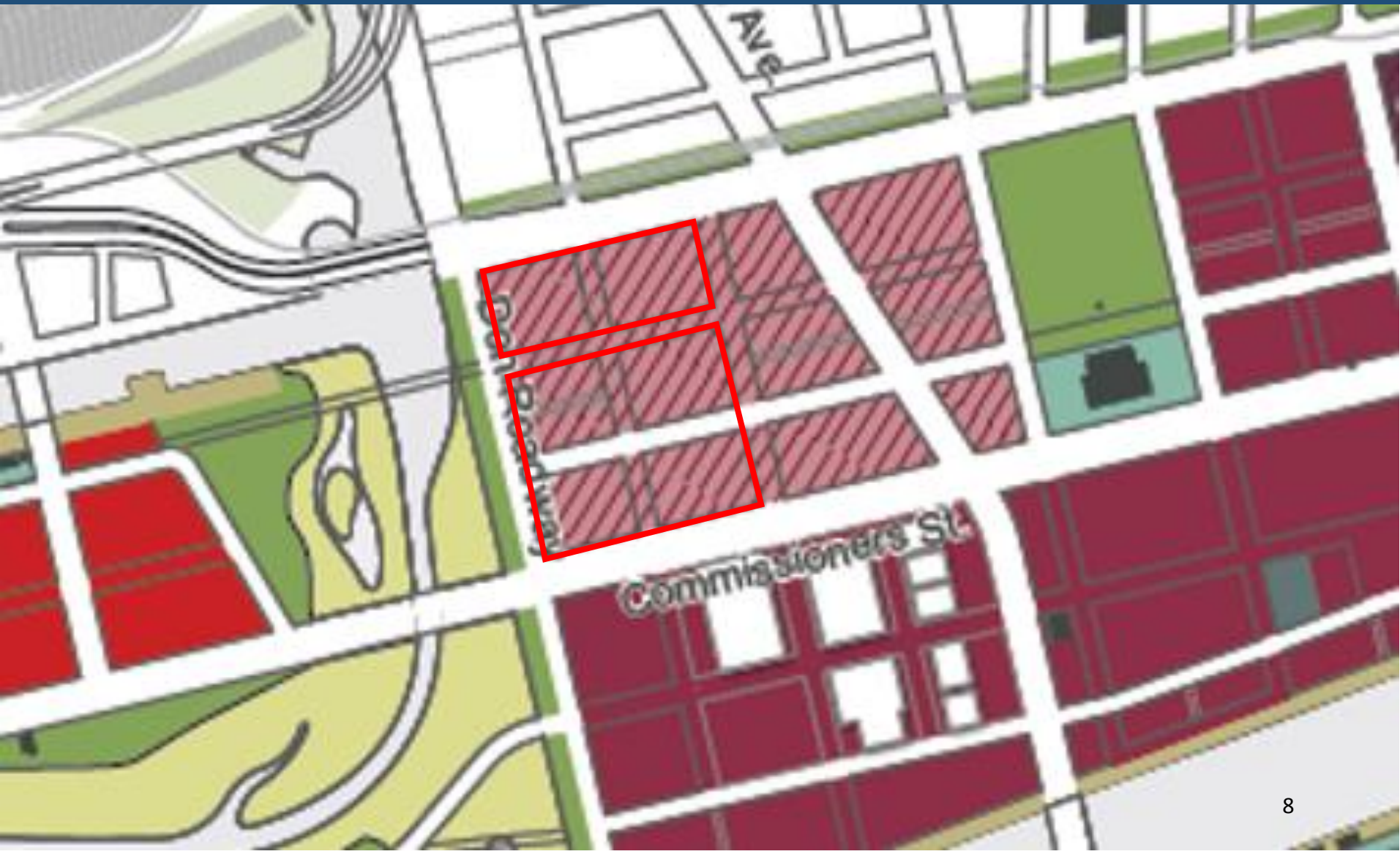
Immediately Available



185 Villiers 625 Lakeshore Boulevard E



185 Villiers, 625 Lakeshore Boulevard E: Planning Framework



185 Villiers, 625 Lakeshore Boulevard E: Capacity – Phase 1



137,700 s.f.

185 Villiers, 625 Lakeshore Boulevard E: Capacity – Phase 2



229,000 s.f.
50% Coverage

185 Villiers, 625 Lakeshore Boulevard E: Evaluation

Supporting Factors	Issues/Impacts	Challenges
<ul style="list-style-type: none">• City Ownership• Vacant Site• Supportive Zoning (I3 D2)• Large Property• Excellent Road Access• Some Development Work Advanced• Compatible Land Uses	<ul style="list-style-type: none">• Soil Clean Up• PIC Mixed Use: Street Pattern<ul style="list-style-type: none">• Future Residential Permissions• Potential Park• Final Location and Implication of the Berm	<ul style="list-style-type: none">• Naturalization Impacts - Site Partially Impacted Until 2023• Need to Consider ability to build “into” the berm• Gardiner/Lakeshore Reconstruction Issues

915 Lakeshore Boulevard E (Showline)



915 Lakeshore Boulevard E: Planning Framework



915 Lakeshore Boulevard E: Evaluation

Supporting Factors	Issues/Impacts	Challenges
<ul style="list-style-type: none">• Current Studio Use• Supportive Zoning (I3 D2)• Will require RFP Process for Operating• Near Term Availability• Port Land Planning Framework<ul style="list-style-type: none">• No residential• Excellent Road Access	<ul style="list-style-type: none">• Soil Clean Up• Compatibility with Canroof• Access to Site Restricted until City Purchases the Site	

915 Lakeshore Boulevard E: Capacity



+/-80,000 s.f.
50% Coverage

101 Commissioners Street



101 Commissioners Street: Planning Framework



101 Commissioners Street: Evaluation

Supporting Factors	Issues/Impacts	Challenges
<ul style="list-style-type: none">• City Ownership• Pinewood• Large Property• Port Lands Planning Framework• PIC Core• Excellent Road Access	<ul style="list-style-type: none">• Lease agreement• Soil Contamination	<ul style="list-style-type: none">• Naturalization Impacts - Site Partially Impacted Until 2023• Availability – Limited City Control• Zoning Restrictions (I4 D2 & I3 D2) – I4 Requires Minor Variance

101 Commissioners Street: Capacity



294,500 s.f.
49% Coverage

29 and 41 Basin Street



29 and 41 Basin Street: Planning Framework



29 and 41 Basin Street: Evaluation

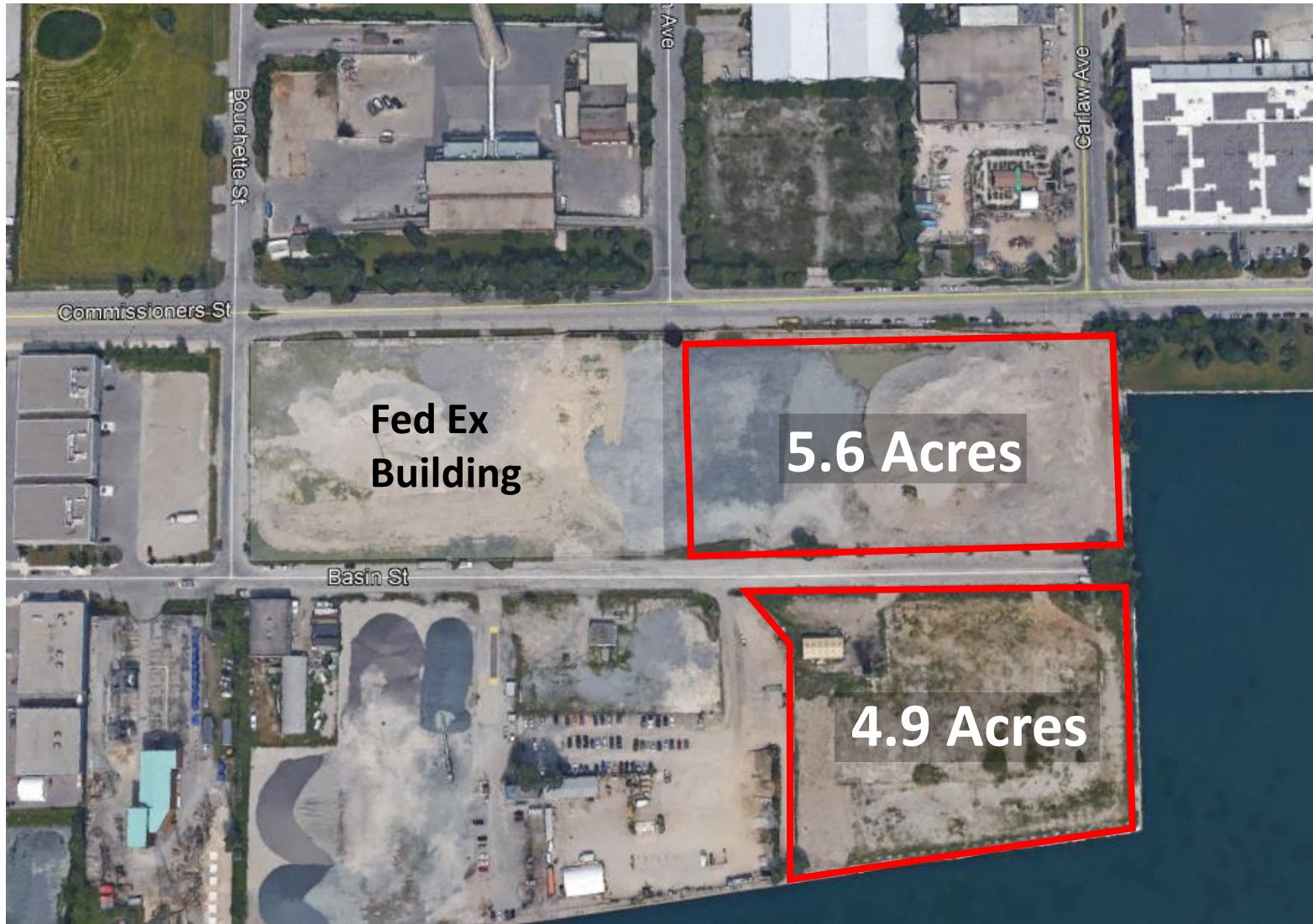
Supporting Factors	Issues/Impacts	Challenges
<ul style="list-style-type: none">• City Ownership• No Impacts from Don River Naturalization• Port Lands Planning Framework• PIC Core	<ul style="list-style-type: none">• Probable Soil Contamination• Availability<ul style="list-style-type: none">• Existing tenants• Future Street Pattern• Water's Edge Access	<ul style="list-style-type: none">• Restrictive Zoning (I4 D2) – Requires MV

29 and 41 Basin Street: Capacity



157,000 s.f.
50% Coverage

75 Basin Street 475 Commissioners Street



75 Basin Street 475 Commissioners Street Planning Framework



75 Basin Street 475 Commissioners Street Evaluation

Supporting Factors	Issues/Impacts	Challenges
<ul style="list-style-type: none">• Large Property• No Impacts from Don River Naturalization• Port Lands Planning Framework• PIC Core• Vacant Site	<ul style="list-style-type: none">• Probable Soil Contamination• Future Street Pattern	<ul style="list-style-type: none">• Private Ownership• Zoning Restrictions (I4 D2 & I3 D2) – I4 Requires Minor Variance

75 Basin Street 475 Commissioners Street Capacity

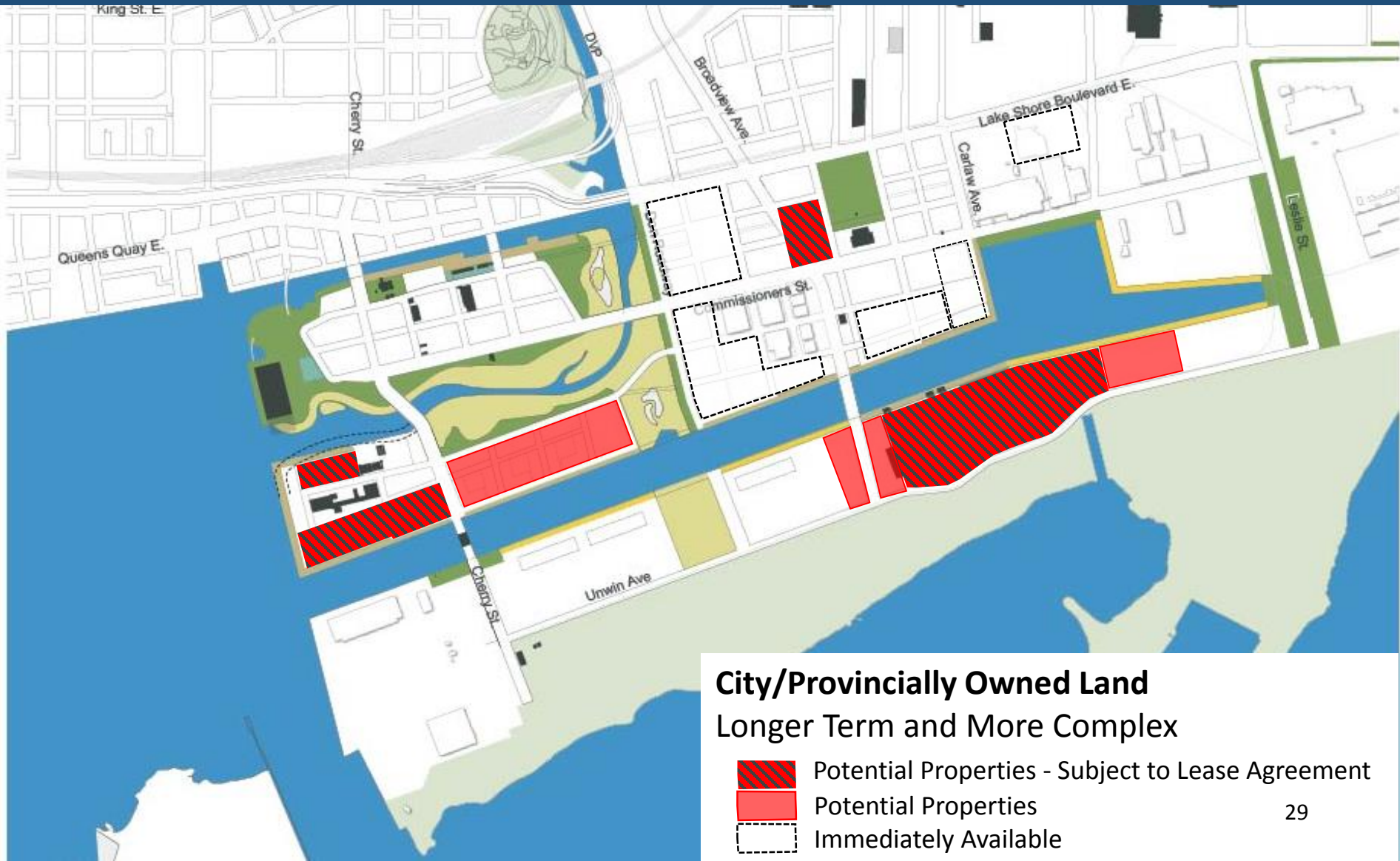


158,000 s.f.
45% Coverage

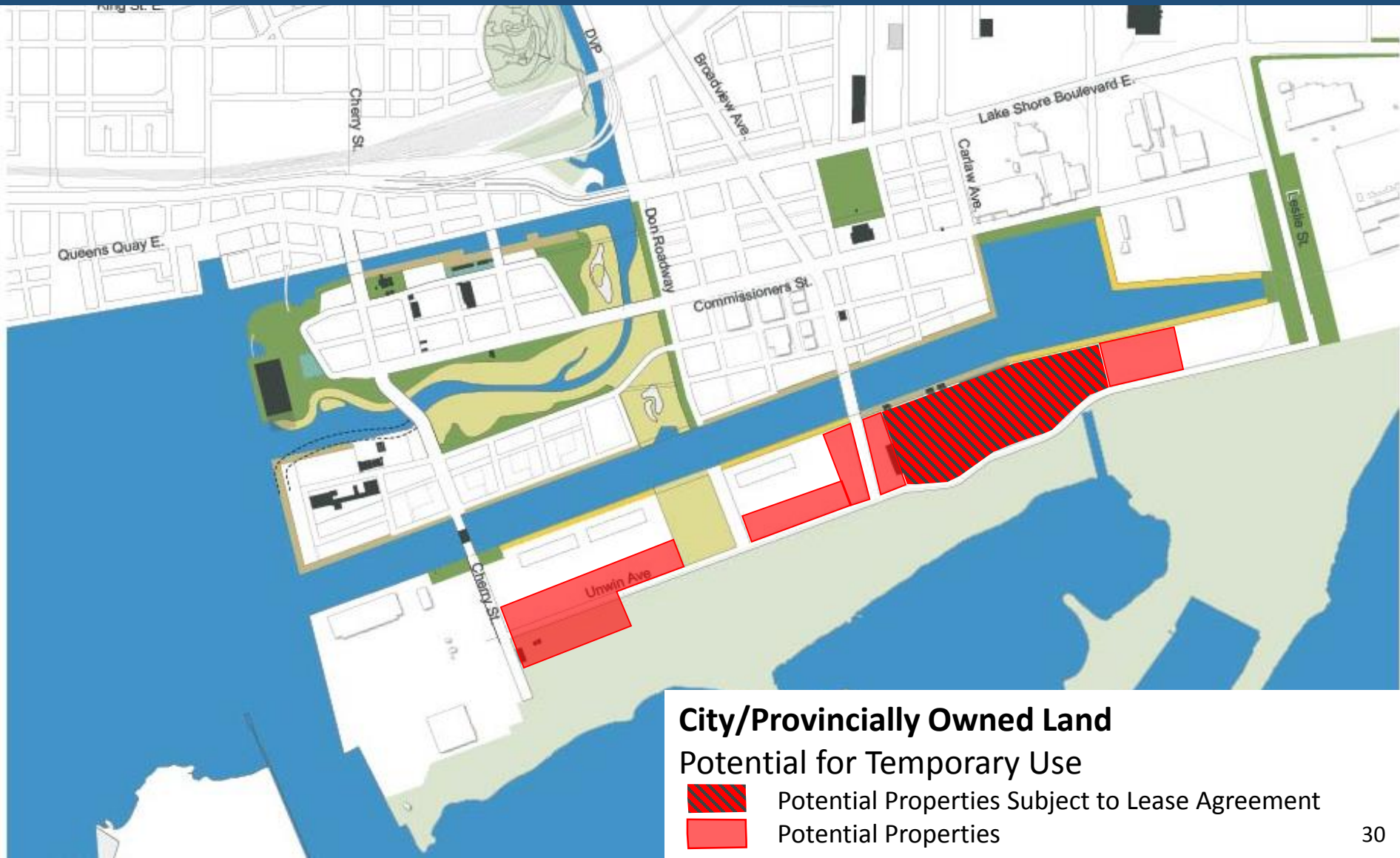
Site Evaluation

	915 Lakeshore Blvd. E (Showline)	185 Miller St., 625 Lakeshore Blvd. E	29 & 41 Basin St.	101 Commissioners St. (Pinewood Option Lands)	75 Basin St. & 475 Commissioners St.
Availability	●	●	●	●	●
City Ownership	●	●	●	●	●
Large Property Size	●	●	●	●	●
Shape (irregular, rectangle etc)	●	●	●	●	●
Zoning	●	●	●	●	●
Lease / Covenant	●	●	●	●	●
Consistent with Planning Framework	●	●	●	●	●
Known Physical Constraints	●	●	●	●	●
Naturalization Construction	●	●	●	●	●
Naturalization Impacts	●	●	●	●	●

Longer Term - Complex



Temporary Use and Backlot Opportunities



Implementation Options

1. Design-Build-Finance-Operate
 - City designs, builds, and finances the structure. The City also operates the business
2. Design-Build-Finance
 - City designs, builds, and finances the structure. The City finds a private entity to operate the business
3. RFP Long Term Land Lease
 - City will request bids from studios to build facilities within a time period (e.g. 40 years) on City owned land
4. Backstop Financing
 - Government provides guarantees to film studio developers for debt servicing in the Port Lands (private or public land)

Design-Build-Finance-Operate

Advantages

- Maximum Control
- Potential Revenue Stream
- Design Flexibility
- Delivery Control
- Operational Control
- Addresses Challenges in Financing
- More Participants

Disadvantages

- Maximum Market, Financial, Delivery, Operation and Political Risks
- Compete directly with the Private Sector
- Significant long term demand on City Staff Resources
- Most Expensive
- Requires City Funding – Approvals

**Not
Recommended**

Design-Build-Finance

Advantages

- Maximum Control
- Revenue Stream
- Delivery Control
- Market and Operation Risks largely transfer to the private sector
- Addresses Challenges in Financing

Disadvantages

- Still Significant Risks – but can be mitigated
- Still Expensive
- Requires City Funding/Financing
- Requires City Approvals for Financing
- Significant near term demand on City Staff Resources

Recommended

Long Term Land Lease

Advantages

- Most Market Risks Transferred
- Less City resources required
- Public Land is Leveraged for Purposes Designated in the Planning Framework
- Can Manage Product and Design
- Revenue Stream

Disadvantages

- Limited Market Participants
- Longer Term Leases
- Complex Procurement

Recommended

Backstop Financing

Advantages

- Not Land Specific
- Private or Public Land
- Flexible
- Upfront Costs
- Potential Speed of Implementation
- Tackles Key Financing Issues

Disadvantages

- Feasibility
- Public Sector Financial Risk
- Fairness to Other Industries
- Approvals – Political Risk
- Impact on City Debt Capacity

Recommended

Recommendations



Use Temporary Building Structures to Rapidly Replace Lost Capacity:

- Can be erected quickly
- Similar quality to existing buildings
- **80,000 s.f.**
 - Foundation \$3.2M
 - Building \$8.0M
 - **Total \$11.2 M**
- **40,000 s.f.**
 - Foundation \$3.2M
 - Building \$1.6M
 - **Total \$4.8 M**
- **Smaller Buildings maybe more efficient**

Recommendations



Showline:

**City Design Build Finance Temporary
Building: RFP to Operate**
(option for tenant to build)

To an estimated **130,000 s.f. - 12 Months**



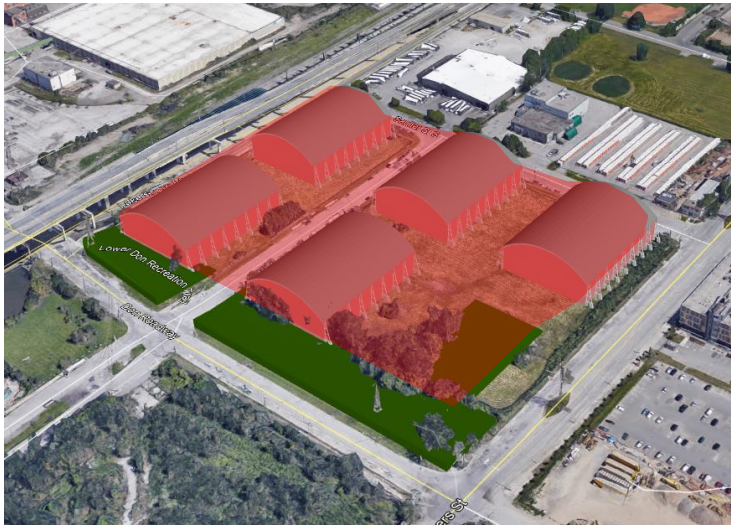
Basin Street:

**City Design Build Finance Temporary
Building: RFP to Operate**

To an estimated **157,000 s.f. - 16 Months**

** Requires minor variance*

Recommendations



Villiers/Commissioners:

Long Term Land Lease: City RFP to Develop Additional Studio Space Temporary and Permanent To an estimated 229,000 s.f.



Private Land

City Partners with Private Studio Developers

- Reinforce Planning Policy – to keep land values down
- Offer Financing
- Fast Track Approvals

Showline Timeline



City RFP to Operate and Develop Additional/Temporary Studio Space:

- **Potential to Replace Capacity Displaced in Q1 2019**
- **Possible to be Ready by Q1 2019 – but tight**
- **City Finance and Builds – to expedite**
- **City Runs RFP seeking Operator**
- **Market Soundings with:**
 - **Studio City Scaffolding;**
 - **Streak;**
 - **Pinewood;**
 - **Cinespace;**
 - **others**
- **Timeline 12 months – March 2018 to March 2019**

Showline Timeline



Showline Studios:

City RFP to Operate and Develop Additional Studio Space:

- Confirmation of Technical Feasibility and Costing
- Development of RFP
- Foundation/Pad Design
- Environmental – Phase 2 and 3
- Site Plan Approval
- Building Permit(s)
- Launch/Evaluation and Selection
- Lease Negotiation
- Site and Foundation Preparation
- Construction of Temporary Building

Approval Process for Council has not been included

Showline Critical Path

	Months											
	1	2	3	4	5	6	7	8	9	10	11	12
Confirmation of Feasibility and Costing	█											
Environmental Phase 2 and 3	█	█	█	█	█	█						
Foundation - Pad Design			█	█								
Structure Design				█								
Site Plan Approval/CA Approval				█	█	█	█	█	█	█		
Building Permit(s)								█	█	█		
RFP Prep and Approval	█	█	█									
RFP Execution and Lease Negotiation				█	█	█	█	█				
Soil- Foundation Preparation								█	█	█	█	
Temporary Building Construction												█

Basin Street Timeline



City RFP to Operate and Develop Additional/Temporary Studio Space:

- Temporary Building of 40,000 s.f.
- Replaces Capacity Displaced in Q2-Q4 2019
- Requires Committee of Adjustment approval for Minor Variance
- City Finance and Builds – to expedite
- City Runs RFP seeking Operator
- Market Soundings with:
 - Studio City Scaffolding;
 - Streak;
 - Pinewood;
 - Cinespace;
 - others
- Timeline 15 -16 months

Basin Street Timeline



Showline Studios:

City RFP to Operate and Develop Additional Studio Space:

- Confirmation of Technical Feasibility and Costing
- Development of RFP
- Foundation/Pad Design
- Environmental – Phase 2 and 3
- Minor Variance Approval
- Site Plan Approval
- Building Permit(s)
- Launch/Evaluation and Selection
- Lease Negotiation
- Site and Foundation Preparation
- Construction of Temporary Building

Approval Process for Council has not been included

Basin Street Timeline

	Months																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Confirmation of Feasibility and Costing	█																	
Environmental Phase 2 and 3	█	█	█	█	█	█												
Foundation - Pad Design			█	█														
Structure Design				█														
Minor Variance							█	█	█	█	█							
Site Plan Approval/CA Approval						█	█	█	█	█	█	█						
Building Permit(s)												█	█					
RFP Prep and Approval	█	█	█															
RFP Execution and Lease Negotiation				█	█	█	█	█										
Soil- Foundation Preparation												█	█	█				
Temporary Building Construction														█	█			

Villiers-Commissioners Studio Complex Timeline

Phase One



Phase Two



City completes Design Build Finance for PS Productions – Potentially Adding Additional Studio Space

- Process Underway
- Addresses key City tenant needs and expansion
- Requires significant Financing
- Development Timeline: 36 months

or

City runs RFP to Lease Land for Studio Space

- Phased Development – East to West
- Allow Unimpeded Development of Berm
- Respect Future Street Network and Park
- \$80M Plus Capital Investment at Build Out
- Development Timeline: 29 months +

Villiers-Commissioners RFP to Lease Land Timeline



RFP Considerations

1. Pre Marketing - Soundings
2. Clarity on Use and Future Uses
3. Lease Developed Before Hand – as part of RFP
4. Lease Term of up to 50 Years – subject to use
5. Financing Support

Summary

1. Q1 2019 Demand to Replace 118,000 s.f. can be addressed at Showline within the Required Time Frame
2. Q4 2019 Demand to Replace Studio 54 capacity 39,267 s.f. can also be addressed
3. PS Productions requires a permanent structure – can be replaced – but longer time frame required
4. City needs to take the lead in a design build finance of temporary structures.
5. City's support in approvals and financing may trigger private sector moving forward on studio development