



Quayside Project Timeline

This is an archived project timeline from Waterfront Toronto's work with Sidewalk Labs for Quayside. The information found in this document was originally published on Waterfront Toronto's QuaysideTO.ca homepage under the "Project Timeline" section.

March 2016 – February 2017: Research to Inform the Request for Proposals

On March 17, 2017 Waterfront Toronto [released](#) the [Quayside Innovation and Funding Partner Request for Proposal](#) (RFP) to the market through local, national and international channels. During the year leading up to the creation of the RFP, we engaged in market research that was aided by our consultants, including KPMG (a global professional services firm) and Arup Canada. This research included market sounding interviews. Pre-solicitation market research and consultations (often called "market soundings") are commonly carried out by organizations like Waterfront Toronto contemplating complex, high value or innovative procurement projects. Market soundings build better understanding of available market offerings, the state of evolving technology, alternative policy or other solutions deployed in other jurisdictions, and creative ways of addressing project objectives. Waterfront Toronto believes that the market sounding would lead to a better RFP process, better solicitation documents, better evaluation criteria and more effective and efficient project outcomes.

The market soundings involved meetings with over [50 companies and organizations](#) where the vision and objectives of the Quayside project were shared. In addition, as part of the broad outreach leading up to drafting the RFP, we also hosted the "Going to Scale Summit" on November 11, 2016 to deepen our understanding of the market and further validate the findings and observations from the market soundings. You can read more in this [blog](#).

March 17, 2017: Waterfront Toronto Launches International Request for Proposals (RFP)

Waterfront Toronto [released](#) our [RFP](#) to the global marketplace in March 2017. Following the release, a strict procurement black-out period came into effect for the duration of the procurement process to ensure that the process was fair, open and transparent. The RFP was disseminated and promoted through a variety of methods, including MERX (Canada's electronic tendering service). You can read more in this [blog](#).

March 17 – April 27, 2017: Waterfront Toronto Receives Initial Submissions (Pre-Qualification Phase)

The Quayside Innovation and Funding Partner was selected through a Request for Proposal (RFP) using a Best and Final Offer (BAFO) process. This multi-stage process provided for discussions and negotiations through Commercially Confidential Meetings. The Pre-Qualification phase marked the first portion of our two-stage RFP.

The evaluation process involved a seven (7) member Evaluation Committee comprised of Waterfront Toronto staff from a variety of disciplines, and was overseen by a seven (7) member Steering Committee comprised of representatives from Waterfront Toronto's Board of Directors and executive team, as well as external subject matter experts with deep experience in sustainability, resilience, urban innovation, entrepreneurship and urban planning. During this phase, we reviewed all proposals to see which ones complied with all mandatory submission requirements and clarified necessary details with considered applicants. Six submissions were received, one of which was not compliant with the requirements and was disqualified from further proceedings.

The accepted submissions then went through a detailed evaluation and consensus process by the Evaluation Team (supported by external subject matter experts), and a due diligence review by the Steering Committee. The three shortlisted proponents were invited to continue to the next stage in the process.

May 19, 2017: Shortlist Notification

Waterfront Toronto invited the shortlisted proponents to proceed to the next stage in the process.

May 21 – August 22, 2017: Best and Final Offer (BAFO) Phase for Shortlisted Proponents

For this stage of our process, we held a series of four Commercially Confidential Meetings with each of the shortlisted proponents in order to ensure that the objectives of the project were clear and enable the shortlisted proponents to clarify and submit their Best and Final Offer (BAFO) submissions. These meetings were overseen by the Process Manager as well as the Fairness Advisor, and were held with all members of the Evaluation Team. All proponents were offered the same access to the Evaluation Team, in terms of frequency and duration, to seek information and to clarify elements of their submission.

Waterfront Toronto then issued the final submission requirements, and proponents submitted their BAFO. The BAFO submissions were evaluated following the same process as the first stage, which included a due diligence review by the Steering Committee.

The full length of the RFP process that saw Sidewalk Labs selected to produce a proposal for Quayside lasted 159 days, making it the second longest procurement in Waterfront Toronto's history.

September 11, 2017: Selection and Notification of Preferred Proponent

Our seven (7) member Steering Committee—comprised of representatives from Waterfront Toronto's Board of Directors and executive team, as well as external subject matter experts with extensive experience in sustainability, urban innovation, entrepreneurship and urban planning—reviewed the evaluation and recommendation of the Evaluation Committee and approved the recommended preferred proponent.



Waterfront Toronto notified Sidewalk Labs of its selection as our preferred Proponent for the Quayside development project.

October 16, 2017: Board of Directors Approves Initial Framework Agreement

The Investment and Real Estate Committee (IREC) of the Board oversaw negotiations of an initial agreement between Waterfront Toronto and Sidewalk Labs that would allow the project to proceed in principal. This was called the Framework Agreement, much like a memorandum of understanding, simply authorizing the parties to continue negotiating a more detailed Plan Development Agreement that would codify and define the roles and responsibilities of each party. There were [eight meetings](#) of either the Board of Directors or IREC between the time a winning proponent was chosen and the vote to approve the Framework Agreement.

The [Framework Agreement](#) was passed by the Board on October 16th, with the understanding it was a preliminary and temporary document built on high level objectives. It was also understood that this would lead to further discussions on the final [Plan Development Agreement](#), which was subsequently adopted by the Board of Directors.

October 17, 2017: Waterfront Toronto Announces Sidewalk Labs as the Successful Innovation and Funding Partner

Sidewalk Labs was announced as the successful Innovation and Funding Partner at Corus Quay in the East Bayfront by Helen Burstyn, former Chair of Waterfront Toronto's Board of Directors; Will Fleissig, former CEO of Waterfront Toronto; Dan Doctoroff, CEO of Sidewalk Labs; Prime Minister Justin Trudeau; Ontario Premier Kathleen Wynne; Toronto Mayor John Tory; and Eric Schmidt, Executive Chairman of Alphabet, Inc. The Sidewalk Toronto project name was also introduced at this time.

November 1, 2017: Community Town Hall to Introduce the project and Sidewalk Labs

Waterfront Toronto and Sidewalk Labs hosted a town hall event to introduce the objectives of the project and to start the planning process by listening to and taking into consideration the ideas, hopes, and concerns expressed by the community.

February 2, 2018: Sidewalk Toronto Public Engagement Plan Launched

Waterfront Toronto and Sidewalk Labs published the [public engagement plan](#) for Quayside, also referred to as the Sidewalk Toronto project. The engagement plan set out the engagement activities to unfold over the months ahead, which were designed to provide a variety of opportunities for the community to become informed and provide their feedback as the proposal evolved.

April 27, 2018: Waterfront Toronto forms Digital Strategy Advisory Panel (DSAP)

Our Digital Strategy Advisory Panel (DSAP) was formed to help guide Waterfront Toronto on how best to incorporate data privacy, digital systems, and the safe and ethical use of new technologies in the next phase of waterfront revitalization, starting with the Quayside project. [Read more here.](#)

July 31, 2018: Waterfront Toronto’s Board Approves a Plan Development Agreement (PDA) with Sidewalk Labs

The [Plan Development Agreement](#) (PDA) entirely supersedes the Framework Agreement and defines and governs the relationship between Waterfront Toronto and Sidewalk Labs during the planning and consultation process for the Master Innovation and Development Plan (MIDP). The PDA includes a budget and joint oversight measures for spending the up to USD\$50M committed by Sidewalk Labs; outlines shared objectives and principles; and makes clear that there is no transfer of ownership or sale of land as a result of the agreement. The PDA specifies that Waterfront Toronto is the revitalization lead and that Sidewalk Labs will provide urban innovation and digital technology expertise. It also makes clear that the MIDP will focus on a comprehensive plan for Quayside while acknowledging that proposals may be brought forward at a scale beyond Quayside. For this purpose, the context area for scale explorations during the planning process is defined by the Designated Waterfront Area, as set out in the [Toronto Waterfront Revitalization Corporation Act](#).



November 23, 2018: Waterfront Hosts its First Civic Labs

After several months of convening public discussions on topics related to planning Quayside, the next step for Waterfront Toronto was to convene discussions and build public literacy on topics such as public digital infrastructure, data collection and ownership, cyber ethics, privacy,



and intellectual property. Waterfront Toronto hosted the first in a series of [Civic Labs](#) on November 23, 2018.

June 17, 2019: Waterfront Toronto Receives Sidewalk Labs' Proposal for Quayside + Round One Consultations

On June 17, 2019, Waterfront Toronto received Sidewalk Labs' proposal for Quayside and released it publicly on June 24, 2019 together with an [open letter](#) from Waterfront Toronto's Board Chair. The proposal, titled Draft Master Innovation and Development Plan (MIDP), details Sidewalk Labs' recommendations for the 4.9-hectare (12-acre) parcel of land. The open letter acknowledged that based on an initial review, the MIDP contained several exciting ideas that respond to challenges we face, particularly related to environmental sustainability and economic development. It also acknowledged certain proposals which make clear that Waterfront Toronto and Sidewalk Labs have very different perspectives about what is required for success.

Waterfront Toronto's review and evaluation process for this proposal began following receipt. Public feedback is a critical part of this evaluation process. Accordingly, Waterfront Toronto released their [Note to Reader](#) on June 28, 2019 to support the public in their navigation and understanding of this 1500+ page proposal. The Note to Reader offers Waterfront Toronto's unique lens on this project as public steward of Toronto's waterfront.

Two weeks following the release of Sidewalk Labs' proposal, Waterfront Toronto initiated their first of two rounds of public consultations across the Toronto to seek feedback on the MIDP. The first round of consultation was focused on orienting the public to the 1,500+ page submission from Sidewalk Labs, from the perspective of Waterfront Toronto as public steward working with all three levels of government to revitalize the waterfront.

Round one consultations consisted of 4 identical major public consultations and 7 information sessions at Toronto Public Library locations across the city. In addition, residents have the opportunity submit feedback through online consultations until Fall 2019 and written submissions through quayside@waterfrontoronto.ca.

July 31, 2019: Plan Development Agreement (PDA) Extended by 6 Months

On July 31, 2019, Waterfront Toronto and Sidewalk Labs agreed to extend the Plan Development Agreement (PDA) for the Quayside project. An Amending Agreement was entered into to extend the PDA by six months in order to allow for additional time to review and consult on Sidewalk Labs' Draft Master Innovation Development Plan (MIDP).

The Plan Development Agreement is the legal agreement between the Waterfront Toronto and Sidewalk Labs that establishes the scope, budget, principles and governing structures for the



creation of the Master Innovation and Development Plan. It is the sole governing agreement between Sidewalk Labs and Waterfront Toronto.

This extension on the PDA until March 31, 2020 allows Waterfront Toronto more time to receive public feedback on the MIDP and to undertake an expert evaluation of it prior to making a recommendation to its Board of Directors.

The Amending Agreement also includes a new termination provision should certain threshold issues [outlined](#) by Waterfront Toronto's Board Chair not be resolved. If the parties cannot reach an understanding on these issues the PDA will terminate as of October 31, 2019.

Finally, should the Waterfront Toronto Board of Directors ultimately approve the MIDP, the PDA is amended to extend the deadline for entering into Principal Implementation Agreements from December 31, 2019 to December 31, 2020.

The PDA and the Amending Agreement are found [HERE](#).

August 19, 2019: DSAP Releases Preliminary Commentary on Sidewalk Labs' Master Innovation and Development Plan (MIDP)

The Digital Strategy Advisory Panel (DSAP) presented Waterfront Toronto with their Preliminary Commentary and Questions on Sidewalk Labs' Master Innovation and Development Plan (MIDP) on August 19, 2019. Read the full document [HERE](#).

Read more about DSAP and the creation of this commentary through the following [blog post](#) by DSAP Chair, Michael Geist.

September 2019: Round One Consultation Feedback Report Released

Beginning in June 2019, over the course of five weeks, more than 1,000 citizens participated in round one consultation activities, which included four public meetings, seven drop-in information sessions at Toronto Public Library branches, an online consultation and written submissions.

You can read the [Consultation Feedback Report](#) and an appendices with detailed feedback [HERE](#).

October 31, 2019: Waterfront Toronto's Board of Directors Votes to Proceed to Evaluation

On June 24, Waterfront Toronto's Board Chair Stephen Diamond shared [an open letter](#) outlining key threshold issues Waterfront Toronto needed to see addressed before agreeing to continue with evaluation of the MIDP. We spoke to over 1,000 members of the public during



the first round of public consultation online and in-person who [echoed the concerns](#) in this letter.

Since then, Waterfront Toronto has seen significant movement by Sidewalk Labs to respond to public concerns about the proposal. On October 31, 2019, based on this progress, Waterfront Toronto's Board of Directors unanimously directed management to proceed with evaluation of the proposal for Quayside.

You can read our Board Chair's [open letter](#) on the resolution of these threshold issues, a [summary overview](#) of the issues and their associated resolutions, and the [Threshold Issues Resolutions Documents](#) outlining the positions of Waterfront Toronto and Sidewalk Labs.

November 14, 2019: Digital Innovation Appendix submitted by Sidewalk Labs

On November 14, 2019 Sidewalk Labs submitted their Digital Innovation Appendix (DIA) to Waterfront Toronto. The Digital Innovation Appendix provides Waterfront Toronto, our external experts in digital and data privacy issues, as well as the public with a list of the digital innovations that Sidewalk Labs is proposing for Quayside, as well as details on the digitally significant elements of the proposal. The DIA also includes explanations of the purpose of each innovation, what data will need to be collected for the innovation to work, and how data will be used and protected.

This new material will form the substantive material for our evaluation of the digital elements of the MIDP. The DIA is [available here](#).

As Waterfront Toronto progresses through the evaluation process both the public and DSAP will have the opportunity to offer feedback on what the DIA proposes.

November 19, 2019: Waterfront Toronto hosts Public Briefing

Waterfront Toronto hosted a Public Briefing on Quayside. The purpose of the meeting was to share to an explanation of how the threshold issues identified in the June 24th [open letter](#) were addressed, provide an update on the October 31, 2019 [proposal realignment](#), and the next steps as the realigned proposal moves forward to formal evaluation.

Read the full summary report on the Public Briefing [here](#).

January 23, 2020: Waterfront Toronto's Board Extends Quayside Decision Date

On January 23, 2020, the Board of Waterfront Toronto agreed to extend the date for a decision on moving forward with the Quayside project from March 31, 2020, until May 20, 2020. This



extension is to allow the public more time to offer input into Waterfront Toronto's evaluation of Sidewalk Lab's proposals for Quayside.

Since last November, Waterfront Toronto, assisted by local and international subject matter experts, has distilled the over 1,500 pages of Sidewalk Labs' Master Innovation and Development Plan into 160 solutions and evaluated those solutions for their effectiveness in addressing critical urban challenges faced by growing cities like Toronto.

The committee overseeing the analysis of the MIDP confirmed that the work done by Waterfront Toronto over the past three months, and many of the innovations proposed by Sidewalk Labs — when considered against the goals and objectives for Quayside — merit consultation with the public as well as further refinement and negotiation with Sidewalk Labs prior to the Board's decision.

"Today's extension allows for more time for the public to provide feedback on Waterfront Toronto's evaluation of Sidewalk Labs' proposals and for the Board to hear directly from the public on its priorities before any decision to proceed to implementation is taken," said Board Chair, Stephen Diamond. "This Board will not sacrifice the public good for expediency," Diamond concluded.

Waterfront Toronto will seek further public feedback at public meetings scheduled for Saturday, February 29, 2020 at the Westin Harbour Castle (1 Harbour Square), and through online consultations.

A meeting agenda and materials will be provided in the coming weeks through the project website (QuaysideTO.ca) and all Waterfront Toronto social channels.

February 3, 2020: Preliminary Human Rights Impact Assessment (pHRIA) Initiated

To further inform Waterfront Toronto's evaluation of Sidewalk Labs' proposals for Quayside, we have engaged a team of world-leading experts in human rights impact and risk assessments. This important piece of work will help us proactively address questions and identify risks and mitigation strategies, should they be required. This assessment, together with the results of the technical evaluation and other input from Waterfront Toronto's advisors, will help management and the Board make informed recommendations and decisions on the future of Quayside and ultimately protect the public interest.

Due to circumstances related to the ongoing and evolving COVID-19 outbreak, publication of the Preliminary Human Rights Impact Assessment of Sidewalk Labs' Draft Master Innovation and Development Plan will be delayed by one month.

February 18 – March 31, 2020: Round Two Public Consultation

Waterfront Toronto initiated the second round of consultation to share and seek feedback on its technical evaluation of the proposals for Quayside. This round of consultation began with the publication of a comprehensive [Discussion Guide](#), including four themed attachments and a full list of the proposed solutions that were evaluated, as well as the [Quayside Evaluation Committee Report](#). Two consecutive in-person public meetings were held on February 29, each of which included a plenary session, four breakout discussions (in two rotations), followed by a closing plenary. In addition, feedback is being sought through [online engagement](#) and written submissions.

March 26, 2020: COVID-19 Impact on Quayside

In view of the COVID-19 pandemic, our Board of Directors passed a motion to extend the date for a decision on moving forward with the Quayside project with Sidewalk Labs to June 25, 2020. The Board package and a recording of the meeting held online are available on our website [here](#).

The deadline for online consultations has also been extended to April 9, 2020.

May 7, 2020: Sidewalk Labs Announces it is Withdrawing from Quayside Project

STATEMENT FROM WATERFRONT TORONTO BOARD CHAIR, STEPHEN DIAMOND

Waterfront Toronto has been informed that Sidewalk Labs is withdrawing from our planned redevelopment of Quayside on Toronto's waterfront.

While this is not the outcome we had hoped for, Waterfront Toronto offers thanks and appreciation to Sidewalk Labs for its vision, effort, and the many commitments that both the company and its employees have made to the future of Toronto. As Chair, I am proud of the work we have done and thankful for all of the hard work, talents and expertise staff at Waterfront Toronto have brought to this project. Our collective efforts have given cities around the world new pathways to creating affordable, inclusive and climate positive communities. Today there is global financial uncertainty, but Waterfront Toronto has confidence in the city's economic future, and will take the long view when making real estate and development decisions on Toronto's Waterfront. Quayside remains an excellent opportunity to explore innovative solutions for affordable housing, improved mobility, climate change, and several other pressing urban challenges that Toronto — and cities around the world — must address in order to continue to grow and succeed.

Today is not the end of Quayside, but the first day of its future. Waterfront Toronto will continue to seek public and expert input as we make a next generation community at Quayside a reality.

Media Inquiries:



WATERFRONToronto

Andrew Tumilty
Media Relations, Waterfront Toronto
atumilty@waterfrontoronto.ca
437-771-9604