



October 29, 2019

Mr. Stephen Diamond  
Chair of the Board of Directors  
Waterfront Toronto  
20 Bay Street  
Toronto, ON  
M5J 2N8

Dear Mr. Diamond:

**RE: Waterfront Toronto negotiations with Sidewalk Labs**

As you continue your deliberations and negotiations with Sidewalk Labs this week, RCCAO wishes to join the many stakeholders that are urging you and your colleagues to consider the broader, positive implications of the decision that you are making and to find a way forward for the Sidewalk Labs proposal.

As you know, the Residential and Civil Construction Alliance of Ontario (RCCAO) represents the unions and enterprises of Ontario's construction industry. We work together with government and industry experts to offer realistic solutions to problems in the areas of infrastructure development, growth planning, regulatory reform and labour shortages.

Given your distinguished career in the development field, we have confidence in your ability to find a creative solution that will protect the public interest and the taxpayer, without sacrificing this landmark opportunity for Toronto, Ontario and Canada. To do so, however, we realize that you will have to address and overcome many well-meaning, parochial and speculative concerns.

Toronto's inclination to be sceptical about bold private-sector development concepts is understandable, especially when things are going well. Our assets rest on the shoulders of past generations: from finance and the professions, to technology and construction, Toronto's workforce is world-class; no metropolitan area in North America can boast more dynamic diversity or more construction cranes; and, our tri-level governmental apparatus is used to playing a determining role. But in a rapidly changing world, these attributes can be ephemeral.

For too long, and increasingly in recent years, the ability of Canada, and Toronto in particular, to achieve large visionary initiatives has been in doubt, both at home and increasingly, internationally. Canadians – and Torontonians – have had a major role in transformational development and infrastructure projects around the globe – from the London's Docklands to the recently completed Hudson Yards / Highline / 34<sup>th</sup> Street Subway projects in New York City. Canada's pension plans and real estate investment



corporations are envied globally for their entrepreneurial approach to multi-billion-dollar real estate and infrastructure ventures. But when it comes to promising projects at home, our processes and our politics seem destined to frustrate even the most determined and imaginative proponents.

To Waterfront Toronto's credit, the current proposal from Sidewalk Labs is the product of your thorough, transparent bid process, closely scrutinized by a wide array of local interests. It seems likely, however, that the success of the plan means getting beyond a modest, proof-of-concept scale. An optimal solution will depend on achieving the geographic, fiscal and economic scope needed to sustain its pioneering innovations.

As you know, the plan's exciting innovations range from smart-city infrastructure and the Waterfront LRT, to adopting cutting-edge construction and infrastructure technologies and materials for residential, commercial and institutional uses, including Canadian "tall wood". Sufficient scale allows time for iterative experimentation with new designs and technologies – and the ability to spread the fiscal and financial burden and risks. Any solution should leave open the opportunity for transit and other infrastructure proposals from the private sector, like the REM in Montréal, or under Ontario's new 'unsolicited' proposals policy – which were a foundational feature of the Canary Wharf and Hudson Yards developments.

In our view, this is a once-in-a-generation opportunity. It can ensure our future and place Toronto in the forefront of a rapidly changing world. RCCAO, along with many other affected individuals and organizations in the GTHA, urge you and your colleagues to approach it that way.

Yours truly,

A handwritten signature in black ink, appearing to read "Andy Manahan".

Andy Manahan  
Executive Director  
RCCAO

A handwritten signature in black ink, appearing to read "Phillip Rubinoff".

Phillip Rubinoff  
Chair  
RCCAO

Copy to:  
Premier Doug Ford  
James Wallace, Chief of Staff to the Premier  
Councillor Joe Cressy, Ward 10



Councillor Paula Fletcher, Ward 14  
His Worship John Tory, Mayor of Toronto  
Luke Robertson, Chief of Staff, Mayor's Office  
Hon. Caroline Mulroney, Minister of Transportation  
Leif Malling, Chief of Staff, Ministry of Transportation  
Hon. Laurie Scott, Minister of Infrastructure  
Gary Rygus, Deputy Chief of Staff, Ministry of Infrastructure  
Zach Potasher, Senior Policy Advisor, Ministry of Infrastructure  
Ehren Cory, President and Chief Executive Officer, Infrastructure Ontario  
Hon. Francois-Philippe Champagne, Minister of Infrastructure and Communities  
Chike Agbasi, Policy and Regional Advisor for Ontario, Ministry of Infrastructure and Communities