



# DonRiverLanding

University of Maryland

Team No. 183835







Don River Landing is a dynamic mixed-use community situated on the eastern bank of the Don River. From its strategic location adjacent to the largest planned real estate development in Canada, Don River Landing links Toronto's traditional downtown to a powerful new economic, cultural, and transit-oriented hub. Thoughtful planning revitalizes the river's edge, connects community, and enriches cultural amenities to create Toronto's next great neighborhood. The quay terraces down to provide access to the Don River. Community ties are built and strengthened through the Sunlight Square Market. In the heart of Sunlight Park, The Edge Theatre utilizes the existing BMW dealership to host year-round events in collaboration with the Toronto International Film Festival. These elements make Don River Landing an attractive and desirable place to call home in one of the world's great financial cities.

## Enrich

celebrating visual, literary and performing arts

## Revitalize

accessing & naturalizing the Don River

## Connect

connecting to Toronto via train, subway,  
streetcar and bike trails



# Design Narrative

Don River Landing is a dynamic mixed-use community situated on the eastern bank of the Don River. From its strategic location adjacent to the largest planned real estate development in Canada, Don River Landing links Toronto's traditional downtown to a powerful cultural, economic, and transit-oriented hub. Thoughtful planning utilizes the development's strategic location to create Toronto's next great neighbourhood. Don River Landing addresses three themes: enrich, revitalize, and connect, to create a community that embodies the cultural identity of Toronto.

Don River Landing enriches Torontonians culture through the visual, literary, and performing arts. The existing BMW dealership is adaptively re-used into the landmark Edge Theatre hosting year-round events in collaboration with the Toronto International Film Festival. The adaptive reuse of the BMW building will provide a substantial anchor for our site that will act as a recognizable beacon for Don River Landing. This building will accommodate the performing arts, as the first step toward creating the Don River Cultural District. Art students and the community also find studios and gallery spaces, a digital library, and a writer's centre waiting for them. The art centres will support artists of all ages and invite opportunities for diverse communities, artistic genres, and traditions. Sunlight Park will be used as a stage, ice rink, and hub for various festivals and events throughout the year due to its versatile design. Torontonians can enjoy art and music festivals, First Nations Cultural festivals, book fairs, and food festivals in Sunlight Square. The quay, which caps the highway, and two pedestrian bridges, also become a gathering place for the annual Paddle the Don event. Don River Landing will not only enrich Torontonians culture, it will be a cultural destination and community to the city of Toronto.

Don River Landing looks to revitalize the River's Edge through the extension of the Harbourside Quay and the development of luxury town homes. The Riverside Quay will be built over top of the Don Valley Parkway to provide access to the Don River, accentuate downtown Toronto views, mute highway noise, and provide a direct connection to East Harbour Station. Thoughtful floodplain design of the Quay works with the 100, and 500 year floodplain to allow for continued programmatic use. Sustainability and environmental stewardship are at the heart of Don River Landing. In partnership with Waterfront Toronto, Don River Landing aims to include river naturalization, green roofs, permeable pavers, and filtration terraces along the Quay in order to address water management concerns. Luxury town homes and retail are placed along the Quay, further harnessing the value of the capped highway, the accessibility to the Don River, and the striking views of the Toronto skyline.

Planned transportation infrastructure will connect Don River Landing to Toronto and the Greater Toronto Area. At its core, Don River Landing is a transit-oriented development that leverages the Metrolix/GO regional train and the subway relief line to create an accessible community. A valuable north-south streetcar connection along Broadview Avenue creates a transit-oriented corridor with bicycle lanes, widened sidewalks, and ground floor retail. The accessibility of multiple modes of transportation within a short walking distance will bolster public transit use. Aside from numerous transit opportunities, Don River Landing creates value by connecting to larger pedestrian and cycling trails that can be used for commuting or recreation. The two, iconic pedestrian and cycling bridges extend across the river to connect the Don River Cultural District to Corktown Common. These bridges connect to the Lower Don Trail going north and the Martin Goodman Trail running east and west along the Lake Ontario. There is also an integrated pedestrian bridge within the proposal of the East Harbour Station that connects to the Quay, furthering Don River Landing's connection to Corktown Common and across the Don River. Ultimately, Don River Landing connects to the existing Torontonians community through the creation of housing on the northern side of Eastern Ave and through the provision of cultural and community spaces, including Sunlight Square Market and surrounding retail space that is dedicated to local, Torontonians shops and boutiques.

Don River Landing's themes: enrich, revitalize, and connect, create a vibrant, culturally-oriented and accessible community. Through the innovative design of capping the Don Valley Parkway to reconnect the city to the Don River and the establishment of partnerships to celebrate Toronto's heritage and community within the Don River Cultural District, the development of Don River Landing embodies the city of Toronto and its vision towards a diverse, equitable and sustainable future.

**2.78M**

Square Feet Total Development

**16%**

Unleveraged IRR

**\$2.27B**

Projected Site Value at Year 10



# Financial Narrative

Don River Landing will become a showcase mixed-use, transit-oriented development near multi-modal transit connections and the largest commercial development in North America. Anticipating the Toronto housing market's current and future needs for diverse housing typologies at different price points, Don River Landing will be a lively residential neighborhood with attractive cultural amenities. The Quay, which stretches along the capped Don Valley Parkway, adds critical access that connects people to a revitalized Don River and supports the construction of luxury town homes with premium views. A mix of different uses, from retail to office space, rounds out the development.

## Residential

Initial construction in Phase 1 centers around residential uses, including 332 market-rate rental units; 352 market-rate for sale units; 142 affordable rental units at 80% of the average Toronto rate and 128 for sale affordable units. From its beginning, Don River Landing offers a wide variety of housing for all incomes and addresses Toronto's critical need for affordable housing. Phase 2 residential development is driven by 120 luxury townhomes at Harbourside as well as additional tower residential units. By the conclusion of Phase 3, Don River Landing will offer 1,958 units, nearly 30% of which are affordable.

## Office

Don River Landing seeks to capitalize on the need for office space by bringing 367,000 square feet on the market. As technology firms begin to expand their operations in Toronto, Don River Landing can provide space to accommodate their growth. Given the large residential population in and around Don River Landing, offices could also be used for medical services that would facilitate aging in place and serve families with children.

## Retail

Diverse retail will fulfil residents' and visitors' needs throughout over 203,000 square feet. Traditional retail chains and restaurants will be found along the Broadview Avenue core. Toronto-based retailers will take up residence near the Sunlight Square Market and take advantage of the foot traffic generated by market visitors.

## Hotel

Given its proximity to high-quality mass transportation and adjacency to high-density office development, Don River Landing will have two hotels with 574 rooms in total. The hotels will have a \$22 million NOI and be worth \$283 million in year 10.

## Cultural Amenities

Cultural amenities are at the heart of Don River Landing and catalyze later site development. Phase 1 converts the current BMW dealership into the Edge Theatre, which hosts cinema and the performing arts. In addition, space will be dedicated to the literary and visual arts. These venues will form an exciting cultural district that will attract visitors as it hosts renowned events such as the Toronto International Film Festival.

## Summary

Upon the conclusion of its final buildout, Don River Landing will feature nearly 3 million square feet of mixed-use development. At the end of the 10-year period, Don River Landing will go from being worth \$123,000,000 to \$2.27 billion. The unleveraged IRR before taxes will be 16% and leveraged IRR of 27%, strongly indicating the project's financial viability. Investments made in building cultural capacity combined with a sliding scale of densities and housing typologies will make Don River Landing a premiere residential community for many Torontonians to call home.

Phase I:



Developed Cost

**\$664,683,867**

SF Developed

**1,194,306**

Phase II:



Developed Cost

**\$598,458,967**

SF Developed

**1,047,215**

Phase III:



Developed Cost

**\$375,270,818**

SF Developed

**554,854**



# Site Plan

## Phase I

- ① The Edge Theatre (Adaptively Reused BMW Tower)
- ② The Don Gallery
- ③ The Writer's Centre
- ④ Sunlight Park
- ⑤ The Quay
- ⑥ Pedestrian Bridges

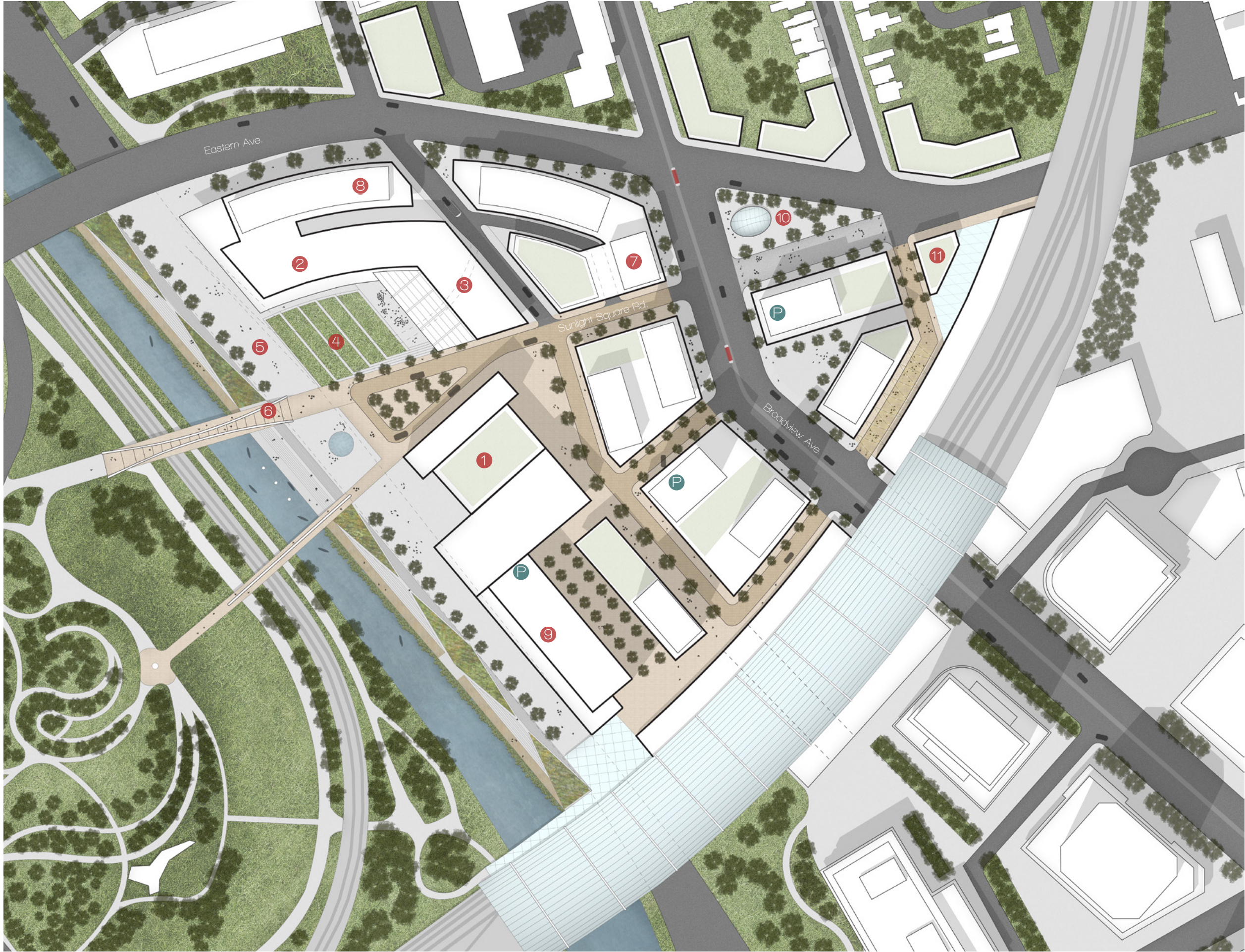
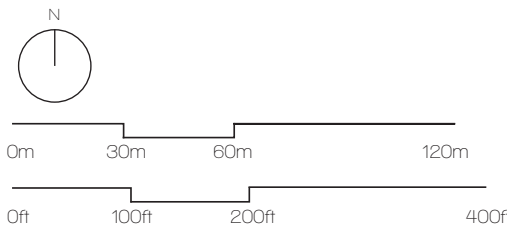
## Phase II

- ⑦ Hotel
- ⑧ Office
- ⑨ Luxury Town homes

## Phase III

- ⑩ Metro Entrance
- ⑪ Sunlight Square Market

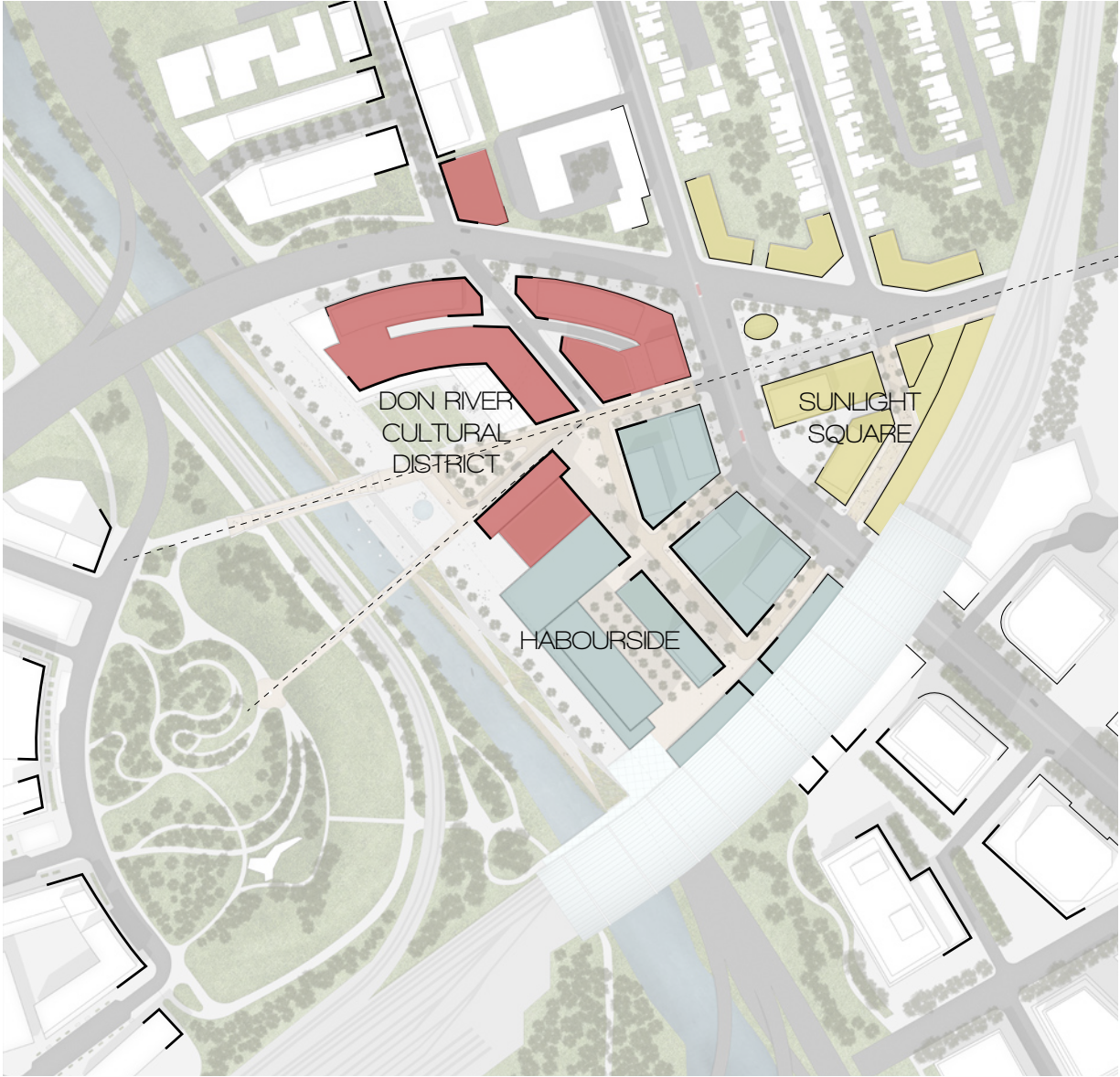
P Parking (Underground)



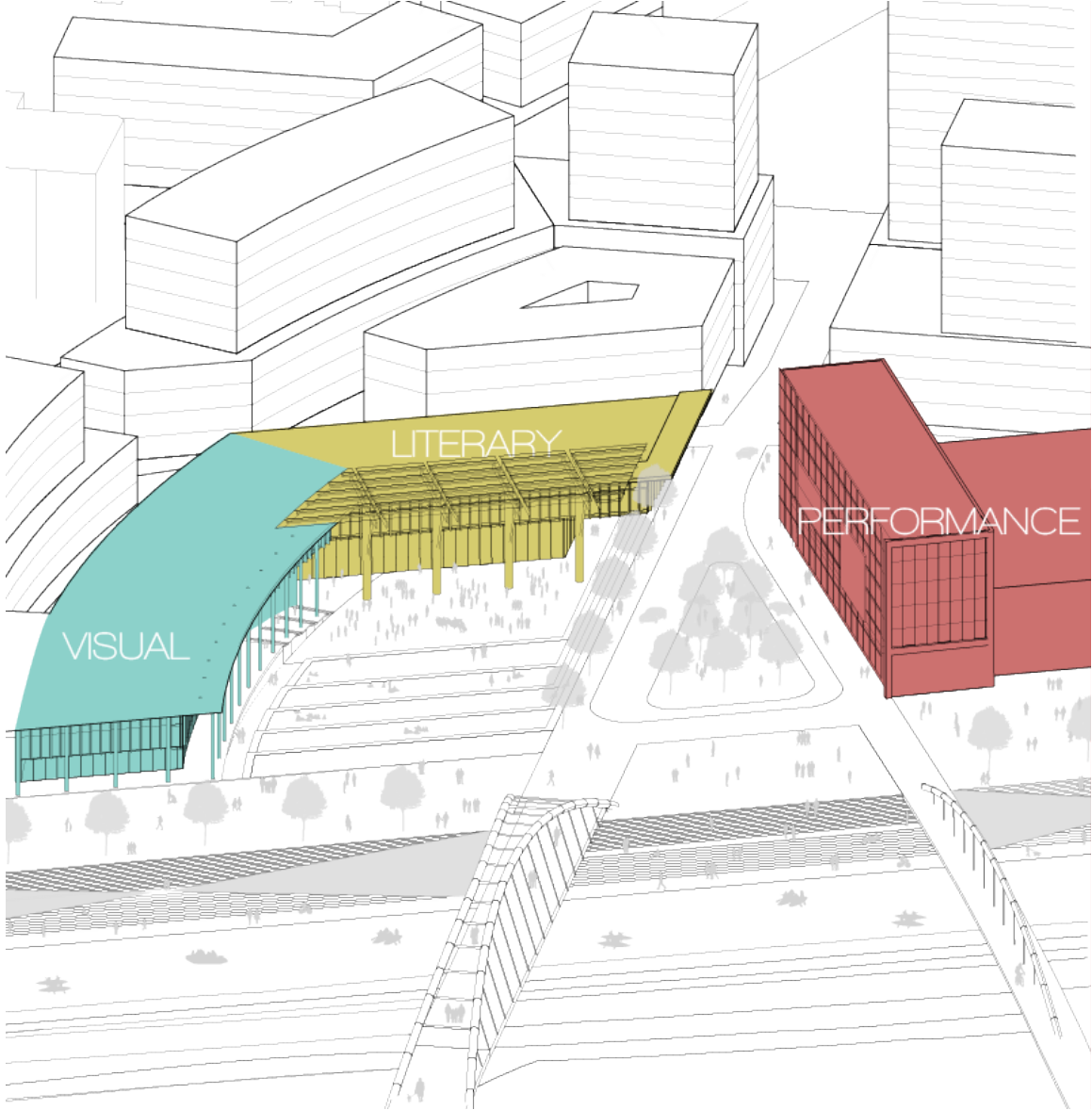


# Three Neighborhoods, Three Cultural Buildings

Placemaking



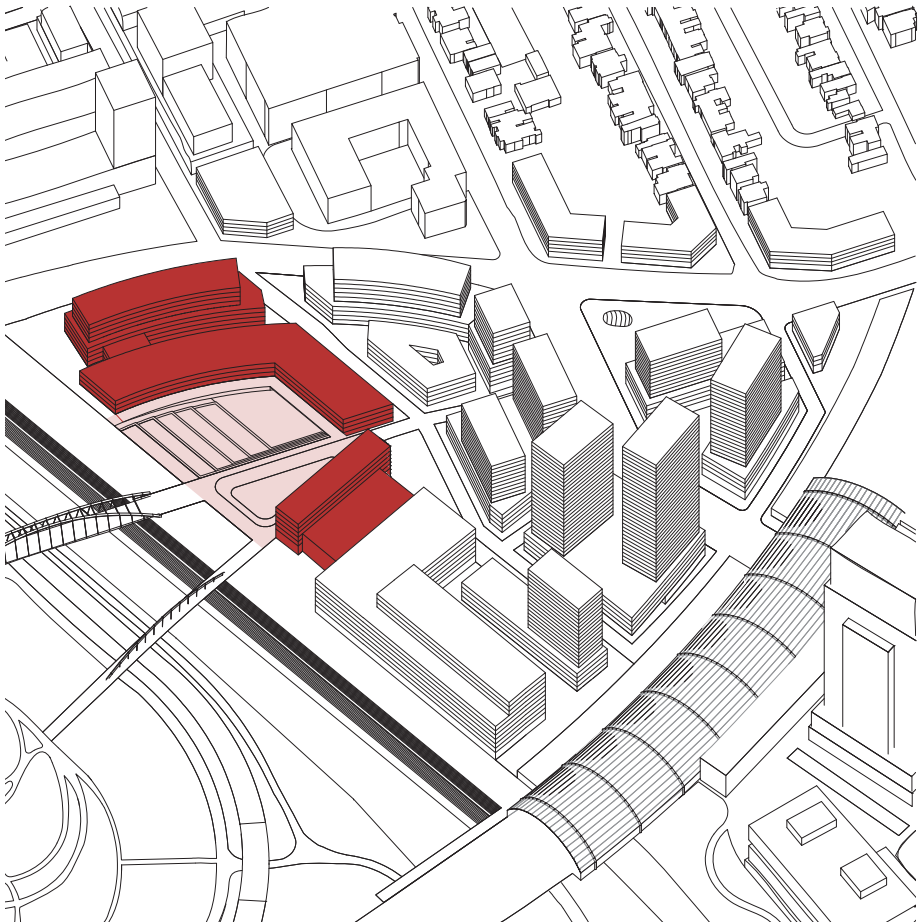
Don River Cultural District



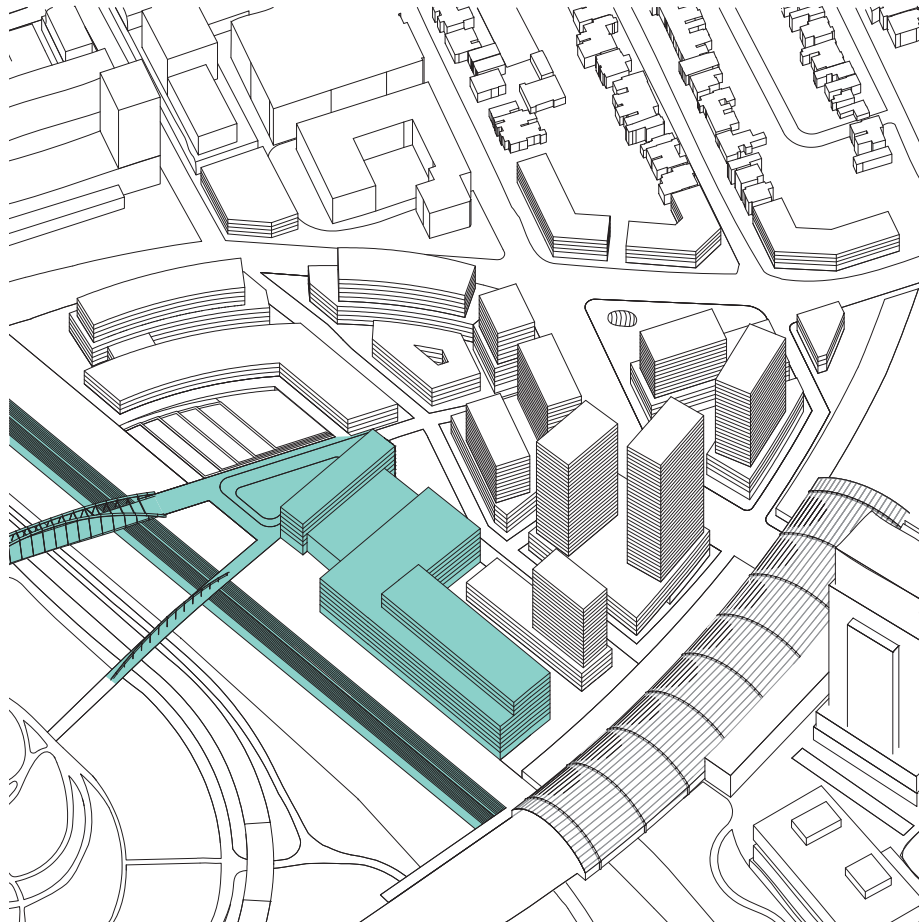


# Three Concepts

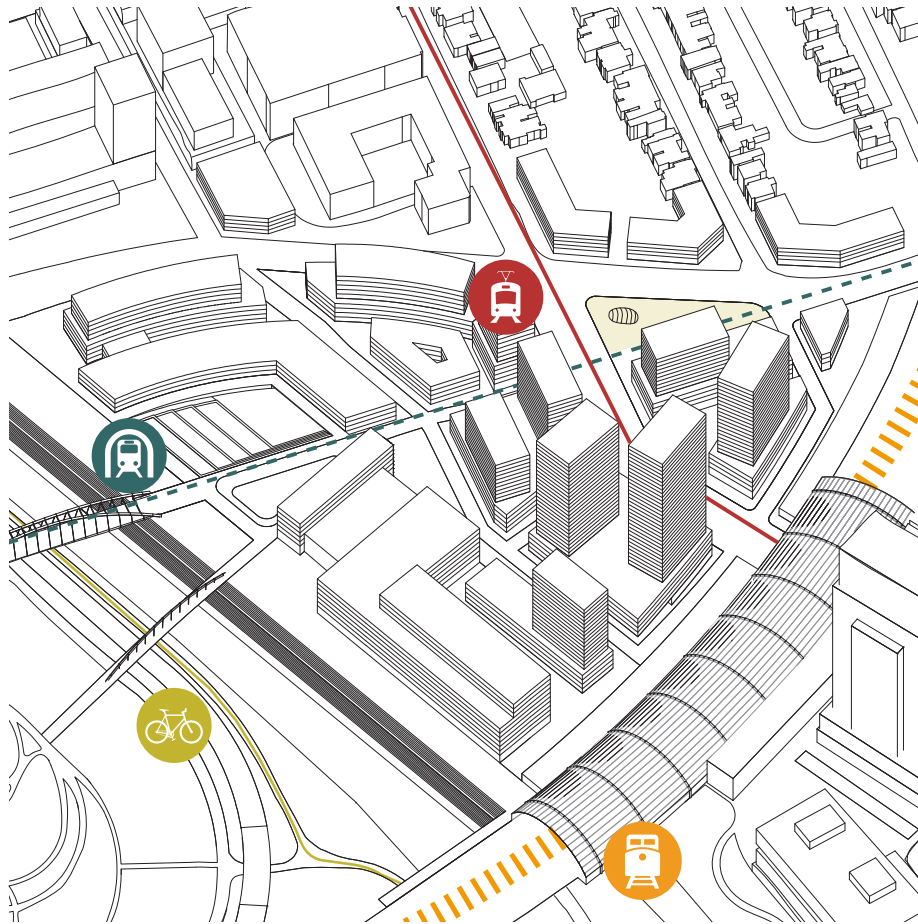
Enrich

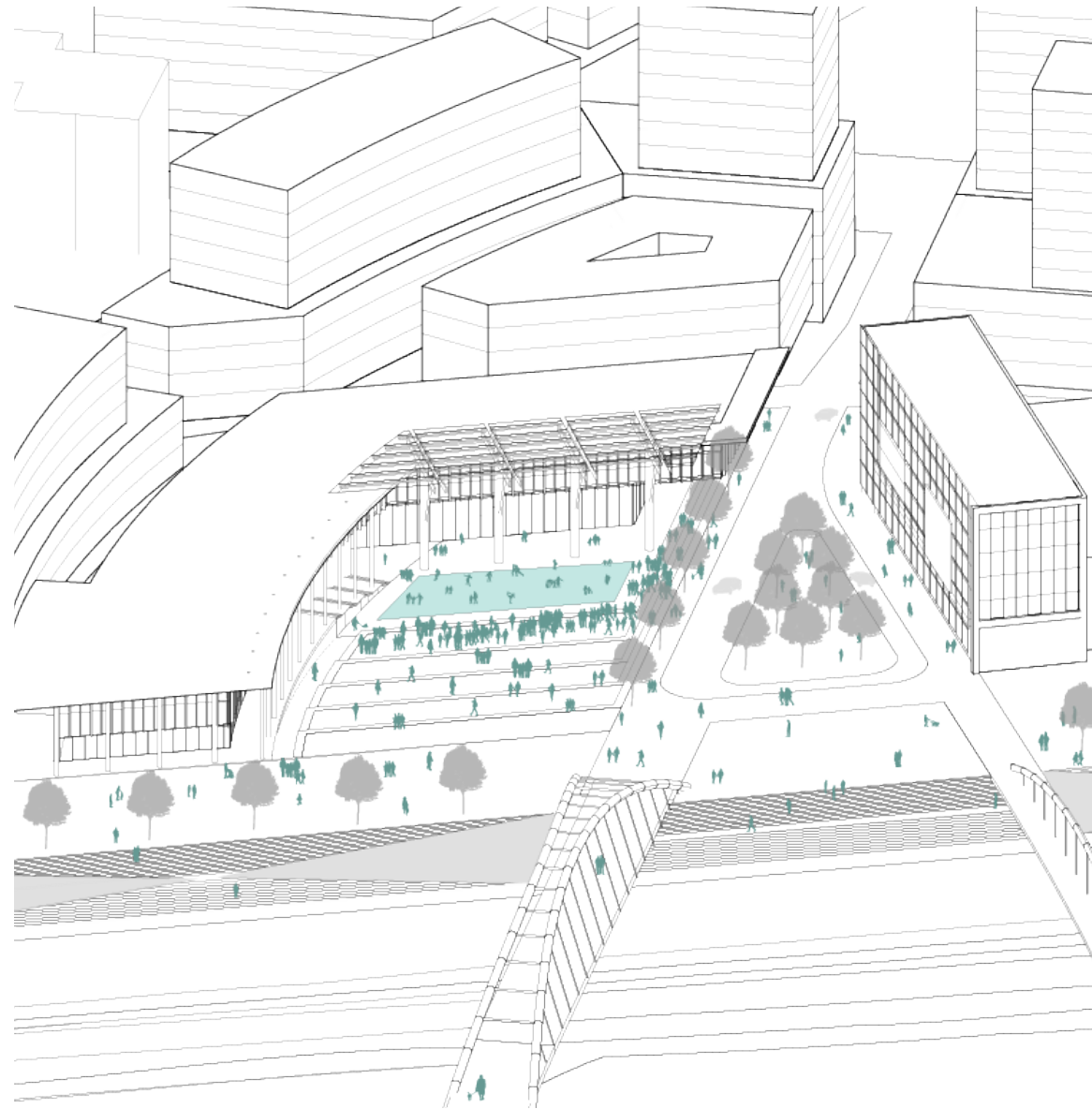


Revitalize



Connect

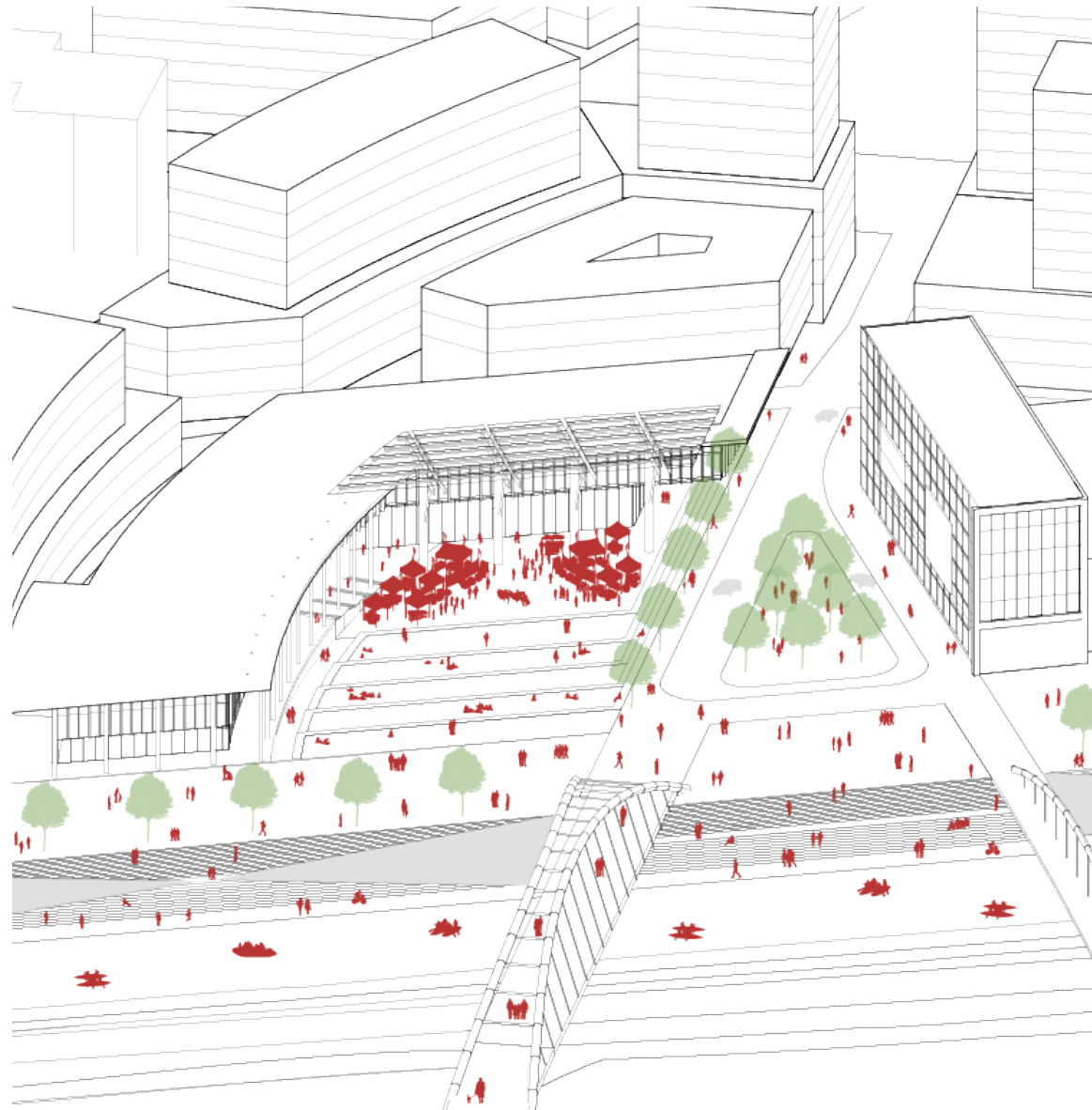




## Ryan, Sam & Rachel

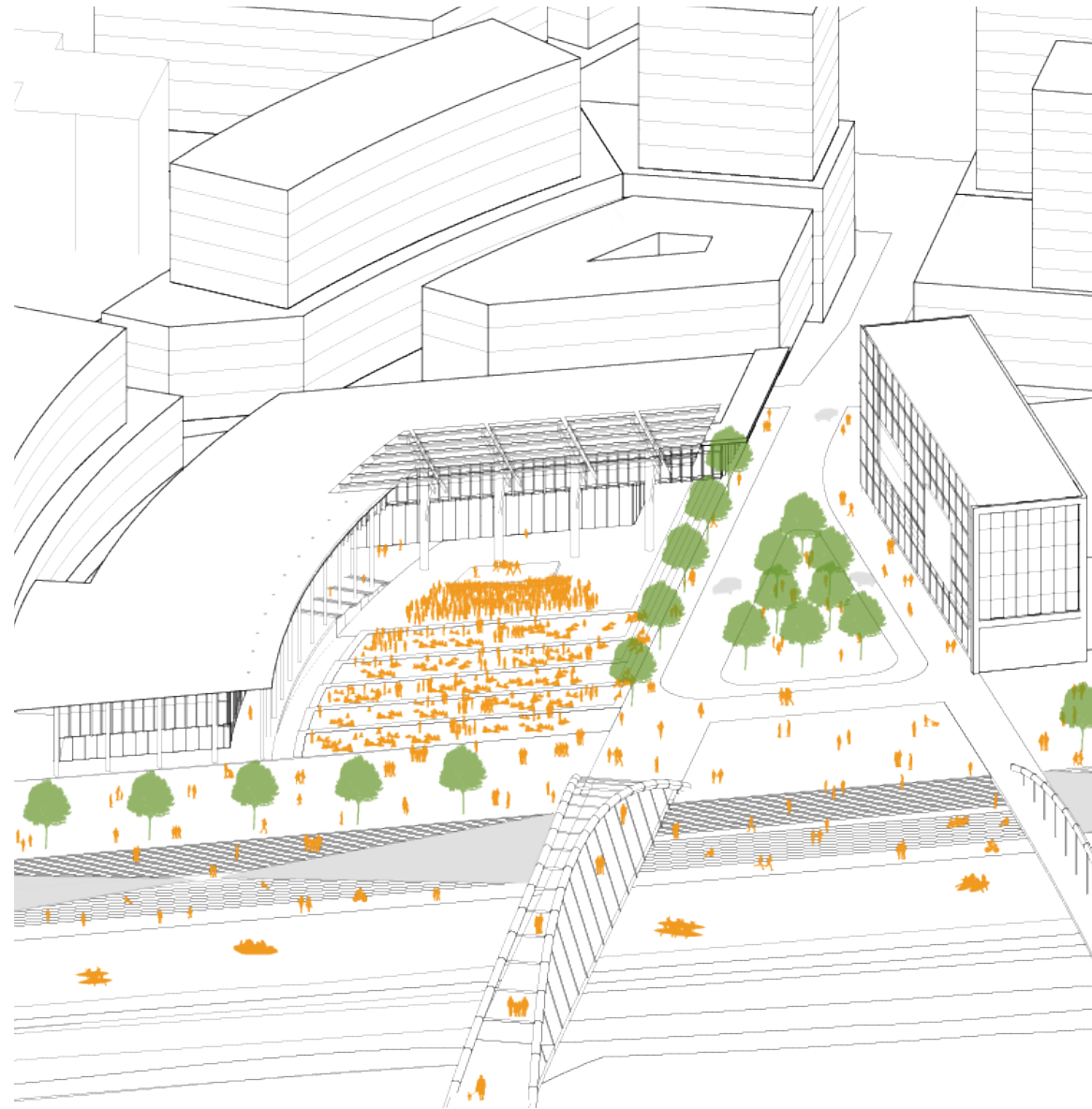
"We love having Sunlight Park because it is so versatile throughout the seasons. My family loves to ice skate in the winter and then hang out at a nearby cafe for some hot cocoa."





## Wayne, Anna & Will

“Our family loves to go to the various festivals during the spring time. Our son really loves the book fairs because he can find interesting books for summertime reading.”



## Chris, Anna, Seth & Jay

“We are always hanging out in Don River Landing. Starting our night at a restaurant along the Don River before heading to a concert in Sunlight Square is the perfect way to spend our summer nights.

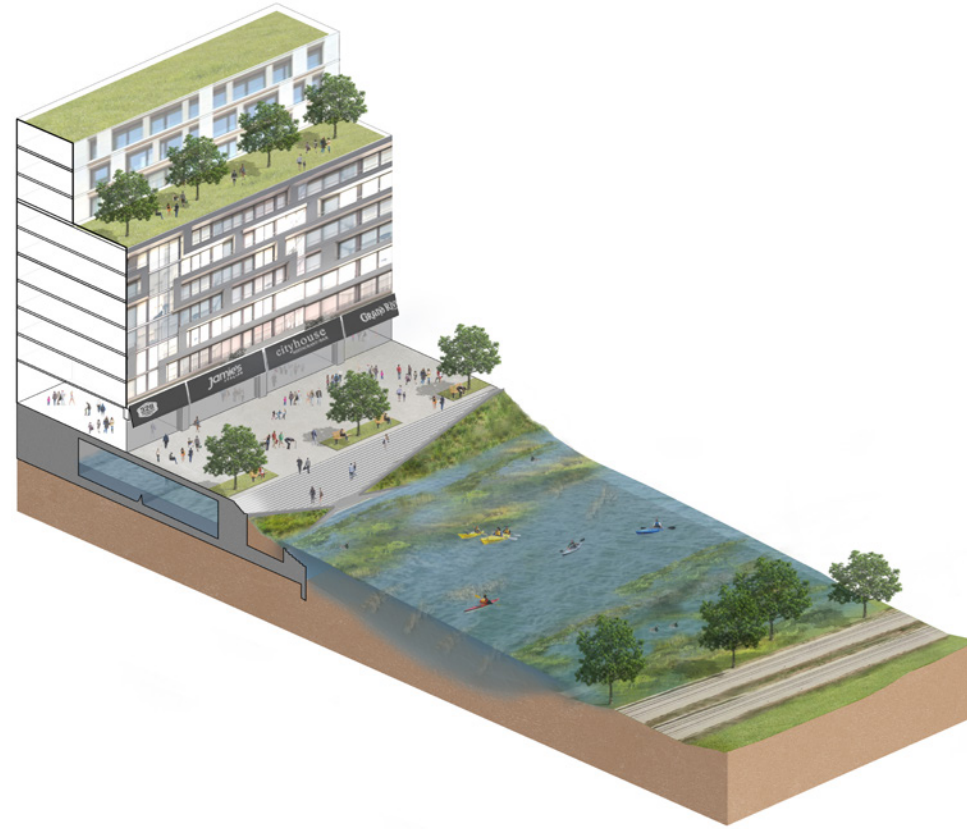


# Revitalize

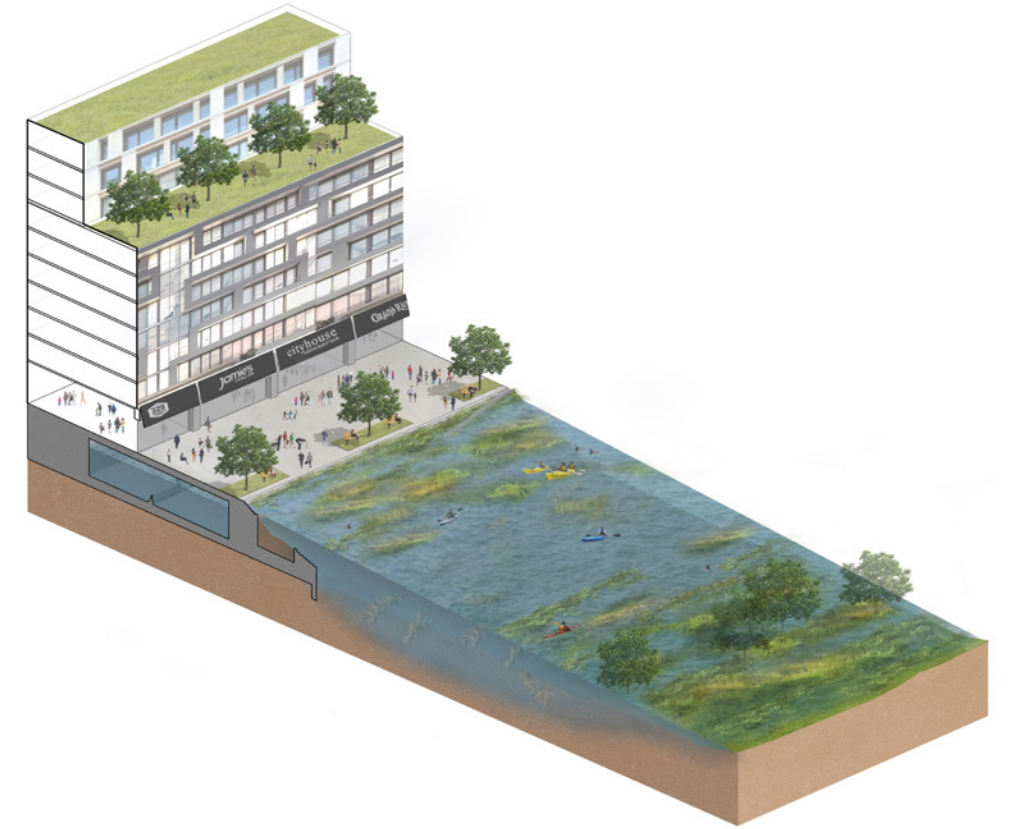
Flood Remediation



Flood Remediation: 100 years



Flood Remediation: 500 years



The Quay caps the highway to mitigate noise pollution from the Don Valley Parkway, but also captures the value of the Don River by making it accessible to the community. Terraced steps bring people down to the river to enjoy the new connection to the Don River. The terracing was designed to respond to flooding, as seen above. In the case of a 100-year or 500-year flood event, the quay is still usable amenity space for the Don River Landing community. Additionally, the river's edge has been naturalized and the terraces utilize phytoremediation plant types to filter storm water run-off collected on the green roofs throughout the development.



# Connect



Don River Landing connects to the larger community as a transit-oriented development. The streetcar and subway relief line stop along Broadview Ave (above) which also features an underground pedestrian tunnel, connecting commuters to the East Harbour train station.





# FINANCIALS

Don River Writer's Centre



1. Summary Pro Forma

	Year 0 2018-2019	2020	Phase I 2021	2022	2023	Phase II 2024	2025	2026	Phase III 2027	2028	2029	Total
<b>Net Operating Income</b>												
Market-Rate Rental Housing	\$ -	\$ -	\$ 1,679,328	\$ 3,854,058	\$ 6,115,105	\$ 8,019,523	\$ 8,861,573	\$ 9,038,805	\$ 12,174,575	\$ 14,829,341	\$ 15,617,828	\$ 80,190,137
Market-Rate For-Sale Housing	\$ -	\$ -	\$ 53,688,802	\$ 88,320,097	\$ 166,077,296	\$ 246,909,454	\$ 184,961,366	\$ 50,892,231	\$ 51,142,932	\$ 52,165,791	\$ 46,114,559	\$ 940,272,528
Affordable Rental Housing	\$ -	\$ -	\$ 498,580	\$ 1,118,815	\$ 1,452,425	\$ 1,798,932	\$ 1,888,878	\$ 1,926,656	\$ 2,526,672	\$ 3,149,917	\$ 3,212,916	\$ 17,573,791
Affordable For-Sale Housing	\$ -	\$ -	\$ 18,417,681	\$ 23,006,459	\$ 15,066,914	\$ 19,984,083	\$ -	\$ -	\$ 18,638,757	\$ 19,011,533	\$ 2,908,764	\$ 117,034,192
Office/Commercial	\$ -	\$ -	\$ -	\$ 4,457,074	\$ 5,682,769	\$ 10,433,564	\$ 14,662,635	\$ 16,162,007	\$ 17,223,393	\$ 17,567,861	\$ 17,919,218	\$ 104,108,520
Retail	\$ -	\$ -	\$ -	\$ 2,069,356	\$ 4,221,485	\$ 6,458,873	\$ 9,882,075	\$ 13,439,622	\$ 14,850,783	\$ 15,147,798	\$ 16,045,014	\$ 82,115,006
Hotel	\$ -	\$ -	\$ -	\$ 10,218,242	\$ 12,026,084	\$ 16,709,156	\$ 19,665,391	\$ 21,395,945	\$ 21,823,864	\$ 22,260,341	\$ 22,705,548	\$ 146,804,571
Theater	\$ -	\$ -	\$ 531,644	\$ 610,062	\$ 656,833	\$ 634,708	\$ 647,403	\$ 660,351	\$ 673,558	\$ 687,029	\$ 700,769	\$ 5,802,357
Underground Parking - Rental	\$ -	\$ -	\$ 1,823,780	\$ 3,070,491	\$ 3,349,045	\$ 4,053,189	\$ 2,957,733	\$ 2,280,490	\$ 3,721,581	\$ 3,974,222	\$ 3,189,272	\$ 28,419,803
Underground Parking - Sold	\$ -	\$ -	\$ 2,598,960	\$ 4,003,459	\$ 4,138,711	\$ 4,756,207	\$ 2,755,786	\$ 1,610,412	\$ 3,434,570	\$ 3,503,262	\$ 2,206,141	\$ 29,007,508
<b>Total Net Operating Income</b>	\$ -	\$ -	\$ 4,533,333	\$ 25,398,096	\$ 33,503,747	\$ 48,107,944	\$ 58,565,688	\$ 64,903,876	\$ 72,994,425	\$ 77,616,510	\$ 79,390,565	\$ 465,014,185
Income from Sales Proceeds	\$ -	\$ -	\$ 74,705,443	\$ 115,330,015	\$ 185,282,921	\$ 271,649,745	\$ 187,717,152	\$ 52,502,644	\$ 73,216,260	\$ 74,680,585	\$ 51,229,464	\$ 1,086,314,228
<b>Development Costs</b>												
Market-Rate Rental Housing	\$ -	\$ -	\$ 34,816,777	\$ 59,299,837	\$ -	\$ 23,082,145	\$ -	\$ -	\$ 66,609,176	\$ -	\$ -	\$ 183,807,934
Market-Rate For-Sale Housing	\$ -	\$ 60,391,494	\$ 133,287,849	\$ -	\$ 107,561,318	\$ 168,281,085	\$ -	\$ -	\$ 85,481,775	\$ -	\$ -	\$ 555,003,520
Affordable Rental Housing	\$ -	\$ -	\$ 36,974,384	\$ -	\$ -	\$ 9,067,985	\$ -	\$ -	\$ 26,167,890	\$ -	\$ -	\$ 72,210,260
Affordable For-Sale Housing	\$ -	\$ -	\$ 22,355,616	\$ 35,296,662	\$ -	\$ 15,655,860	\$ -	\$ -	\$ 35,207,707	\$ -	\$ -	\$ 108,515,845
Office/Commercial	\$ -	\$ 31,369,982	\$ 19,923,650	\$ 12,500,000	\$ 51,189,879	\$ 43,026,885	\$ 10,625,000	\$ 3,125,000	\$ 1,875,000	\$ -	\$ -	\$ 173,635,395
Retail	\$ -	\$ 6,719,266	\$ 4,015,027	\$ 12,500,000	\$ 21,828,248	\$ 18,073,997	\$ 18,750,000	\$ 18,750,000	\$ 6,250,000	\$ -	\$ 3,125,000	\$ 110,011,539
Hotel	\$ -	\$ -	\$ -	\$ 60,424,245	\$ -	\$ 34,546,365	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 94,970,610
Underground Parking	\$ -	\$ 10,795,680	\$ 18,265,262	\$ -	\$ 13,229,486	\$ -	\$ -	\$ 21,710,159	\$ -	\$ -	\$ -	\$ 64,000,587
Theater	\$ -	\$ 4,302,585	\$ 4,302,585	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,605,170
Land Acquisition	\$ 54,750,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 54,750,000
<b>Total Infrastructure</b>	\$ -	\$ 7,580,000	\$ 9,350,000	\$ 3,135,800	\$ 6,045,600	\$ -	\$ 852,700	\$ -	\$ 375,500	\$ 585,200	\$ -	\$ 27,924,800
Development Fee	\$ -	\$ 2,423,180	\$ 5,665,823	\$ 3,663,131	\$ 3,997,091	\$ 6,234,686	\$ 604,554	\$ 871,703	\$ 4,439,341	\$ 11,704	\$ 62,500	\$ 27,973,713
Property Taxes	1.65% / 2.63%	\$ 2,029,500	\$ 839,803	\$ 7,705,731	\$ 10,461,577	\$ 15,496,182	\$ 19,848,323	\$ 22,532,393	\$ 24,798,868	\$ 26,190,042	\$ 27,101,859	\$ 157,004,278
<b>Total Development Costs</b>	\$ 54,750,000	\$ 125,611,687	\$ 289,796,775	\$ 194,525,405	\$ 214,313,199	\$ 333,465,191	\$ 50,680,577	\$ 66,989,255	\$ 251,205,257	\$ 26,786,946	\$ 30,289,359	\$ 1,638,413,652
<b>Annual Cash Flow</b>												
Net Operating Income	\$ -	\$ -	\$ 4,533,333	\$ 25,398,096	\$ 33,503,747	\$ 48,107,944	\$ 58,565,688	\$ 64,903,876	\$ 72,994,425	\$ 77,616,510	\$ 79,390,565	\$ 465,014,185
Income from Sales Proceeds	\$ -	\$ -	\$ 74,705,443	\$ 115,330,015	\$ 185,282,921	\$ 271,649,745	\$ 187,717,152	\$ 52,502,644	\$ 73,216,260	\$ 74,680,585	\$ 51,229,464	\$ 1,086,314,228
<b>Total Asset Value</b>	\$ -	\$ -	\$ 61,885,098	\$ 352,272,067	\$ 476,957,133	\$ 689,504,801	\$ 852,170,877	\$ 950,039,776	\$ 1,073,536,489	\$ 1,150,746,611	\$ 1,184,644,019	\$ 6,791,756,871
<b>Total Development Costs</b>	\$ 54,750,000	\$ 125,611,687	\$ 289,796,775	\$ 194,525,405	\$ 214,313,199	\$ 333,465,191	\$ 50,680,577	\$ 66,989,255	\$ 251,205,257	\$ 26,786,946	\$ 30,289,359	\$ 1,583,663,652
<b>Net Cash Flow</b>	\$ (54,750,000)	\$ (125,611,687)	\$ (210,557,999)	\$ (53,797,294)	\$ 4,473,469	\$ (13,707,502)	\$ 195,602,264	\$ 50,417,265	\$ (104,994,573)	\$ 125,510,149	\$ 1,284,974,690	\$ 1,152,308,780
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ 24,934,589	\$ 24,934,589	\$ 24,934,589	\$ 48,728,520	\$ 48,728,520	\$ 48,728,520	\$ 971,910,765	
Loan Proceeds	\$ -	\$ -	\$ -	\$ 365,960,320	\$ -	\$ -	\$ 359,075,380	\$ -	\$ -	\$ -	\$ 247,993,013	
<b>Leveraged Net Cash Flow</b>	\$ (54,750,000)	\$ (125,611,687)	\$ (210,557,999)	\$ 312,163,026	\$ (20,461,120)	\$ (38,642,092)	\$ 529,743,054	\$ 1,688,745	\$ (153,723,093)	\$ 76,781,629	\$ 561,056,938	

Net Present Value **\$327,416,548**  
Leveraged Net Present Value **\$374,943,624**  
Unleveraged IRR Before Taxes **16%**  
Leveraged IRR Before Taxes **27%**

Current Site Value (start of Year 0) **\$ 123,000,000**  
Projected Site Value (end of Year 10) **\$ 2,270,958,247**

## 2. Multi-Year Development Program

	Total Buildout	Year-by-Year Cumulative Absorption									Total	
		2020	2021	2022	2023	2024	2025	2026	2027	2028		2029
<b>Project Buildout by Development Units</b>												
Market-Rate Rental Housing	(units)	-	123	209	-	81	-	-	235	-	-	648
Market-Rate For-Sale Housing	(units)	-	135	217	-	214	-	-	219	-	-	786
Affordable Rental Housing	(units)	-	53	90	-	35	-	-	101	-	-	278
Affordable For-Sale Housing	(units)	-	48	80	-	33	-	-	86	-	-	246
Hotel	(rooms)	-	-	365	-	-	209	-	-	-	-	574
Underground Parking	(spaces)	-	252	538	-	464	-	-	450	-	-	1,705
<b>Project Buildout by Area</b>												
Market-Rate Rental Housing	(s.f.)	-	85,967	146,419	-	56,993	-	-	164,467	-	-	453,847
Market-Rate For-Sale Housing	(s.f.)	-	161,266	225,399	-	578,094	-	-	164,467	-	-	1,129,226
Affordable Rental Housing	(s.f.)	-	36,843	62,751	-	24,426	-	-	70,486	-	-	194,506
Affordable For-Sale Housing	(s.f.)	-	45,208	71,116	-	31,738	-	-	70,486	-	-	218,549
Office/Commercial	(s.f.)	-	-	150,196	-	216,856	-	-	-	-	-	367,052
Retail	(s.f.)	-	12,188	50,446	-	-	65,994	2,746	72,202	-	-	203,576
Hotel	(s.f.)	-	-	127,882	-	73,114	-	-	-	-	-	200,996
Underground Parking	(s.f.)	-	88,200	188,355	-	162,570	-	-	157,500	-	-	596,625
Theatre	(s.f.)	-	18,212	-	-	-	-	-	-	-	-	18,212
<b>Total</b>	<b>(s.f.)</b>	<b>-</b>	<b>447,885</b>	<b>1,022,564</b>	<b>-</b>	<b>1,209,785</b>	<b>-</b>	<b>2,746</b>	<b>699,608</b>	<b>-</b>	<b>-</b>	<b>3,382,588</b>

## 3. Unit Development and Infrastructure Costs

Development Costs	Unit Cost	Total Costs
Market-Rate Rental Housing	\$ 283,500 (\$ per unit)	\$ 183,807,934
Market-Rate For-Sale Housing	\$ 706,420 (\$ per unit)	\$ 555,003,520
Affordable Rental Housing	\$ 259,875 (\$ per unit)	\$ 72,210,260
Affordable For-Sale Housing	\$ 440,317 (\$ per unit)	\$ 108,515,845
Office/Commercial	\$ 473 (\$ per s.f.)	\$ 173,635,395
Retail	\$ 540 (\$ per s.f.)	\$ 110,011,539
Hotel	\$ 473 (\$ per room)	\$ 94,970,610
Underground Parking	\$ 37,545 (\$ per space)	\$ 64,000,587
Theater	\$ 473 (\$ per s.f.)	\$ 8,605,170
<b>Infrastructure Costs</b>	<b>Public</b>	<b>Private</b>
Roads and Sidewalks	\$	2,340,800
Utilities	\$	10,000,000
Landscaping	\$	11,154,000
Demolition and Remediation	\$	4,430,000
Acquisition Taxes and Fees	\$	239,727,991
<b>Total Infrastructure Costs</b>	<b>\$</b>	<b>27,924,800</b>
<b>Total Development Costs</b>	<b>\$</b>	<b>1,638,413,652</b>

## 4. Equity and Financing Sources

	Amount	Percent of Total
<b>Equity Sources</b>		
Equity Contribution	\$ 665,384,939	40%
Developer Equity (30%)	\$ 199,615,482	
Private Equity (70%)	\$ 465,769,457	
<b>Financing Sources</b>		
Phase I Loan	\$ 365,960,320	60%
Phase II Loan	\$ 359,075,380	
Phase III Loan	\$ 247,993,013	
<b>Total Financing</b>	<b>\$ 973,028,713</b>	
<b>Total</b>	<b>\$ 1,638,413,652</b>	<b>0%</b>

<sup>1</sup> Soft costs include: all costs and expenses associated with Phase feasibility and market studies; entitlements, zoning, permits and licenses; legal, architectural, engineering, design and construction services; materials; furniture, fixtures, equipment and operating supplies; a reasonable allocation on a direct cost basis (and without markup) of the internal staff used to perform the Development Services on-site.

**Financing**

	Year 0	Phase I			Phase II			Phase III				
	2018-2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	
<b>Total Development Costs</b>	\$ (54,750,000)	\$ (125,611,687)	\$ (289,796,775)	\$ (194,525,405)	\$ (214,313,199)	\$ (333,465,191)	\$ (50,680,577)	\$ (66,989,255)	\$ (251,205,257)	\$ (26,786,946)	\$ (30,289,359)	\$ (1,638,413,652)
<b>Equity Sources (40%)</b>												
Developer Equity (30%)	\$ (16,425,000)	\$ (15,073,402)	\$ (34,775,613)	\$ (23,343,049)	\$ (25,717,584)	\$ (40,015,823)	\$ (6,081,669)	\$ (8,038,711)	\$ (30,144,631)			
Private Equity (70%)	\$ (38,325,000)	\$ (35,171,272)	\$ (81,143,097)	\$ (54,467,113)	\$ (60,007,696)	\$ (93,370,254)	\$ (14,190,561)	\$ (18,756,991)	\$ (70,337,472)			
<b>Total Equity</b>	\$ (54,750,000)	\$ (50,244,675)	\$ (115,918,710)	\$ (77,810,162)	\$ (85,725,280)	\$ (133,386,076)	\$ (20,272,231)	\$ (26,795,702)	\$ (100,482,103)			
<b>Cumulative Equity Draw</b>	\$ (54,750,000)	\$ (104,994,675)	\$ (220,913,385)	\$ (298,723,547)	\$ (384,448,826)	\$ (517,834,903)	\$ (538,107,133)	\$ (564,902,836)	\$ (665,384,939)			
<b>Debt Sources (60%)</b>												
Balance of Development Costs	\$ -	\$ (75,367,012)	\$ (173,878,065)	\$ (116,715,243)	\$ (128,587,919)	\$ (200,079,115)	\$ (30,408,346)	\$ (40,193,553)	\$ (150,723,154)	\$ (26,786,946)	\$ (30,289,359)	
Construction Loan		\$ (365,960,320)			\$ (359,075,380)			\$ (247,993,013)				
Construction Interest		6.50%			6.25%			6%				
Construction Interest		\$ (4,898,856)	\$ (11,302,074)	\$ (7,586,491)	\$ (8,036,745)	\$ (12,504,945)	\$ (1,900,522)	\$ (2,411,613)	\$ (9,043,389)	\$ (1,607,217)	\$ (1,817,362)	
Development Costs by Phase		\$ (389,747,741)			\$ (381,517,591)			\$ (262,872,594)				
Annual % per Phase		20.6%	47.5%	31.9%	35.8%	55.7%	8.5%	16.2%	60.8%	10.8%	12.2%	
<b>Construction Loan Amount</b>												
Construction Loan Amount		\$ (365,960,320)			\$ (359,075,380)			\$ (247,993,013)				
Construction Loan Draw		\$ (75,367,012)	\$ (173,878,065)	\$ (116,715,243)	\$ (128,587,919)	\$ (200,079,115)	\$ (30,408,346)	\$ (40,193,553)	\$ (150,723,154)	\$ (26,786,946)	\$ (30,289,359)	
Loan to Cost		60%			60%			66%				
Loan to Value		78.3%			62.7%			90.3%				
Total Asset Value		\$ -	\$ 136,590,541	\$ 467,602,082	\$ 662,240,055	\$ 961,154,545	\$ 1,039,888,029	\$ 1,002,542,420	\$ 1,146,752,748	\$ 1,225,427,195	\$ 1,235,873,484	
Permanent Loan Proceeds				\$ (365,960,320)			\$ (359,075,380)				\$ (247,993,013)	

	Year 0	Phase I			Phase II			Phase III				
	2018-2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	
<b>Permanent Financing</b>												
Loan Phase 1 Balance					\$ 365,960,320							\$ 325,743,109
Loan Phase 1 Annual Debt Service					\$ 24,934,589	\$ 24,934,589	\$ 24,934,589	\$ 24,934,589	\$ 24,934,589	\$ 24,934,589	\$ 24,934,589	\$ 24,934,589
Loan Phase 2 Balance								\$ 359,075,380				\$ 337,129,565
Loan Phase 2 Annual Debt Service								\$ 23,793,930	\$ 23,793,930	\$ 23,793,930	\$ 23,793,930	\$ 23,793,930
Loan Phase 3 Balance												\$ 244,334,210
Loan Phase 3 Annual Debt Service												\$ 15,975,361
Cumulative ADS					\$ 24,934,589	\$ 24,934,589	\$ 24,934,589	\$ 48,728,520	\$ 48,728,520	\$ 48,728,520	\$ 971,910,765	



Phase I

**Permanent Loan Calculation**

Assumptions	
Loan Amount	\$ 365,960,320
Interest Rate	5.50%
Term (Years)	30
Payments per Year	12
Payoff at EOY	7
Balloon Payment EOY 7	\$ 325,743,109

**Annual Loan Amortization Schedule**

Year	ADS	Interest	Principal	Balance	PMTS Remaining
0				\$ 365,960,320	360
1	\$ 24,934,589	\$ 20,004,776	\$ 4,929,813	\$ 361,030,507	348
2	\$ 24,934,589	\$ 19,726,696	\$ 5,207,893	\$ 355,822,614	336
3	\$ 24,934,589	\$ 19,432,930	\$ 5,501,659	\$ 350,320,955	324
4	\$ 24,934,589	\$ 19,122,593	\$ 5,811,996	\$ 344,508,959	312
5	\$ 24,934,589	\$ 18,794,751	\$ 6,139,838	\$ 338,369,121	300
6	\$ 24,934,589	\$ 18,794,751	\$ 6,139,838	\$ 332,229,282	288
7	\$ 24,934,589	\$ 18,448,416	\$ 6,486,173	\$ 325,743,109	276

Phase II

**Permanent Loan Calculation**

Assumptions	
Loan Amount	\$ 359,075,380
Interest Rate	5.25%
Term (Years)	30
Payments per Year	12
Payoff at EOY	4
Balloon Payment EOY 4	\$ 337,129,565

**Annual Loan Amortization Schedule**

Year	ADS	Interest	Principal	Balance	PMTS Remaining
0				\$ 359,075,380	360
1	\$ 23,793,930	\$ 18,730,778	\$ 5,063,153	\$ 354,012,227	348
2	\$ 23,793,930	\$ 18,458,472	\$ 5,335,459	\$ 348,676,768	336
3	\$ 23,793,930	\$ 18,171,521	\$ 5,622,410	\$ 343,054,358	324
4	\$ 23,793,930	\$ 17,869,137	\$ 5,924,794	\$ 337,129,565	312

Phase III

**Permanent Loan Calculation**

Assumptions	
Loan Amount	\$ 247,993,013
Interest Rate	5.00%
Term (Years)	30
Payments per Year	12
Payoff at EOY	1
Balloon Payment EOY 1	\$ 244,334,210

**Annual Loan Amortization Schedule**

Year	ADS	Interest	Principal	Balance	PMTS Remaining
0				\$ 247,993,013	360
1	\$ 15,975,361	\$ 12,316,558	\$ 3,658,803	\$ 244,334,210	348

**Phase I:** Establishing the Cultural Identity



**Phase II:** Activating the River's Edge



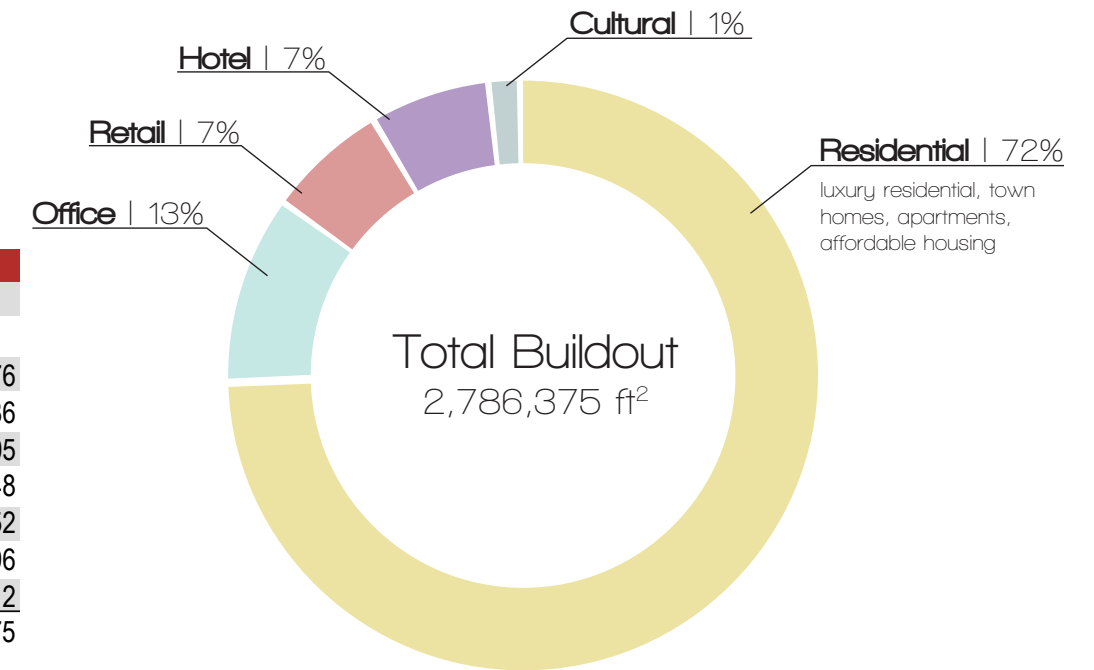
**Phase III:** Completing the Community



# 2.78M

Square Feet Total Development  
(exclucing parking)

Buildout Summary											
	Phase I			Phase II			Phase III				Total
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	
Retail	-	12,188	50,446	-	65,994	-	2,746	72,202	-	-	203,576
Luxury - the Harbourside	-	-	-	-	455,286	-	-	-	-	-	455,286
Apartments and Condos	-	245,621	418,341	-	162,837	-	-	469,906	-	-	1,296,705
Townhomes	-	83,665	87,755	-	73,128	-	-	-	-	-	244,548
Office	-	-	150,196	-	216,856	-	-	-	-	-	367,052
Hotel	-	-	127,882	-	73,114	-	-	-	-	-	200,996
Theater	-	18,212	-	-	-	-	-	-	-	-	18,212
<b>Total Buildout</b>	-	<b>359,686</b>	<b>834,620</b>	-	<b>1,047,215</b>	-	<b>2,746</b>	<b>542,108</b>	-	-	<b>2,786,375</b>



Infrastructure														
	Year 0			Phase I			Phase II			Phase III			Total	
	factors	2018-2019		2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	
<b>Inflation Factor</b>		2%												
	SF	Cost per SF												
<b>Demolition (sf)<sup>1</sup></b>	370,000	\$ 10.00	\$ 1,850,000	\$ 1,850,000										\$ 3,700,000
<b>Remediation</b>	365,000	\$ 2.00	\$ 730,000											\$ 730,000
<b>Utilities</b>			\$ 5,000,000	\$ 5,000,000										\$ 10,000,000
<b>Sidewalks</b>		\$ 5.00			\$ 125,000	\$ 60,000		\$ 122,500		\$ 47,500	\$ 85,000			\$ 440,000
<b>Green Roofs</b>		\$ 10.00			\$ 50,000	\$ 160,000		\$ 519,000		\$ 40,000	\$ 385,000			\$ 1,154,000
<b>Park/Landscaping</b>				\$ 2,500,000	\$ 2,500,000	\$ 5,000,000								\$ 10,000,000
<b>Road Construction</b>		\$ 8.00			\$ 460,800	\$ 825,600		\$ 211,200		\$ 288,000	\$ 115,200			\$ 1,900,800
<b>Total Infrastructure Costs</b>			\$ 7,580,000	\$ 9,350,000	\$ 3,135,800	\$ 6,045,600	\$ -	\$ 852,700	\$ -	\$ 375,500	\$ 585,200	\$ -	\$ -	\$ 27,924,800

<sup>1</sup> From Renx.ca



# 648

## Total Market-Rate Rental Units

Market Rate Rental												
		Year 0	Phase I			Phase II			Phase III			
factors		2018-2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
<b>Revenue Assumptions</b>												
Inflation Factor	2%											
Units Built			123	209		0	81	0	0	235	0	0
Cumulative Units Built			123	332		332	413	413	413	648	648	648
Units Absorbed			80	100		100	80	30	0	125	100	20
Cumulative Units Absorbed			80	180		280	360	390	390	515	615	635
SF Built			85,967	146,419		0	56,993	0	0	164,467	0	0
SF Absorbed			56,000	70,000		70,000	56,000	21,000	0	87,500	70,000	14,000
Cumulative SF Absorbed			56,000	126,000		196,000	252,000	273,000	273,000	360,500	430,500	444,500
Occupancy Factor			65%	54%		84%	87%	94%	94%	79%	95%	98%
Average Unit Size s. f.	700											
Monthly Rent per s.f.			\$ 3.50	\$ 3.57	\$ 3.64	\$ 3.71	\$ 3.79	\$ 3.86	\$ 3.94	\$ 4.02	\$ 4.10	\$ 4.18
<b>Net Operating Income</b>												
Gross Lease Revenues			\$ -	\$ 2,399,040	\$ 5,505,797	\$ 8,735,864	\$ 11,456,462	\$ 12,659,390	\$ 12,912,578	\$ 17,392,250	\$ 21,184,773	\$ 22,311,183
Annual Operating Expenses per s.f.	30%		\$ -	\$ 719,712	\$ 1,651,739	\$ 2,620,759	\$ 3,436,939	\$ 3,797,817	\$ 3,873,773	\$ 5,217,675	\$ 6,355,432	\$ 6,693,355
Net Operating Income			\$ -	\$ 1,679,328	\$ 3,854,058	\$ 6,115,105	\$ 8,019,523	\$ 8,861,573	\$ 9,038,805	\$ 12,174,575	\$ 14,829,341	\$ 15,617,828
<b>Development Costs</b>												
Percent Built by Year			0%	37%	63%		100%			100%	0%	
Development Costs	300		\$ -	\$ 25,790,205	\$ 43,925,805	\$ -	\$ 17,097,885	\$ -	\$ -	\$ 49,340,130	\$ -	\$ -
Soft Costs	35%		\$ -	\$ 9,026,572	\$ 15,374,032	\$ -	\$ 5,984,260	\$ -	\$ -	\$ 17,269,046	\$ -	\$ -
Total Development Costs			\$ -	\$ 34,816,777	\$ 59,299,837	\$ -	\$ 23,082,145	\$ -	\$ -	\$ 66,609,176	\$ -	\$ 183,807,934
<b>Annual Cash Flow</b>												
Net Operating Income			\$ -	\$ 1,679,328	\$ 3,854,058	\$ 6,115,105	\$ 8,019,523	\$ 8,861,573	\$ 9,038,805	\$ 12,174,575	\$ 14,829,341	\$ 15,617,828
Asset Value	5.5%	Cap Rate	\$ 30,533,236	\$ 70,073,777	\$ 111,183,727	\$ 145,809,516	\$ 161,119,515	\$ 164,341,906	\$ 221,355,905	\$ 269,624,387	\$ 283,960,513	\$ 8,518,815
Costs of Sale	3%											
Total Development Costs			\$ -	\$ 34,816,777	\$ 59,299,837	\$ -	\$ 23,082,145	\$ -	\$ -	\$ 66,609,176	\$ -	\$ -
Net Cash Flow			\$ -	\$ (33,137,449)	\$ (55,445,779)	\$ 6,115,105	\$ (15,062,621)	\$ 8,861,573	\$ 9,038,805	\$ (54,434,601)	\$ 14,829,341	\$ 291,059,526
Net Present Value			\$45,503,018									
Unleveraged IRR Before Taxes			15%									

# 278

## Total Affordable For-Rent Units

Affordable Rental												
		Year 0	Phase I			Phase II			Phase III			
factors		2018-2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
<b>Revenue Assumptions</b>												
Inflation Factor	2%											
Units Built			0	53	90	0	35	0	0	101	0	0
Cumulative Units Built			0	53	142	142	177	177	177	278	278	278
Units Absorbed			0	50	60	30	30	5	0	50	50	0
Cumulative Units Absorbed			0	50	110	140	170	175	175	225	275	275
SF Built			0	36,843	62,751	0	24,426	0	0	70,486	0	0
SF Absorbed			0	35,000	42,000	21,000	21,000	3,500	0	35,000	35,000	0
Cumulative SF Absorbed			0	35,000	77,000	98,000	119,000	122,500	122,500	157,500	192,500	192,500
Occupancy Factor				95%	77%	98%	96%	99%	99%	81%	99%	99%
Average Unit Size	700											
Monthly Rent Unit <sup>1</sup>	\$1,141	\$1,141	\$ 1,164	\$ 1,187	\$ 1,211	\$ 1,235	\$ 1,260	\$ 1,285	\$ 1,311	\$ 1,337	\$ 1,364	\$ 1,391
<b>Net Operating Income</b>												
Gross Lease Revenues			\$ -	\$ 712,258	\$ 1,598,307	\$ 2,074,893	\$ 2,569,903	\$ 2,698,398	\$ 2,752,366	\$ 3,609,531	\$ 4,499,882	\$ 4,589,880
Annual Operating Expenses per unit	30%		\$ -	\$ 213,677	\$ 479,492	\$ 622,468	\$ 770,971	\$ 809,519	\$ 825,710	\$ 1,082,859	\$ 1,349,965	\$ 1,376,964
Net Operating Income			\$ -	\$ 498,580	\$ 1,118,815	\$ 1,452,425	\$ 1,798,932	\$ 1,888,878	\$ 1,926,656	\$ 2,526,672	\$ 3,149,917	\$ 3,212,916
<b>Development Costs</b>												
Percent Built by Year			0%	100%	0%	0%	100%	0%	0%	100%	0%	0%
Development Costs	275		\$ -	\$ 27,388,433	\$ -	\$ -	\$ 6,717,026	\$ -	\$ -	\$ 19,383,623	\$ -	\$ -
Soft Costs	35%		\$ -	\$ 9,585,951	\$ -	\$ -	\$ 2,350,959	\$ -	\$ -	\$ 6,784,268	\$ -	\$ -
Total Development Costs			\$ -	\$ 36,974,384	\$ -	\$ -	\$ 9,067,985	\$ -	\$ -	\$ 26,167,890	\$ -	\$ 72,210,260
<b>Annual Cash Flow</b>												
Net Operating Income			\$ -	\$ 498,580	\$ 1,118,815	\$ 1,452,425	\$ 1,798,932	\$ 1,888,878	\$ 1,926,656	\$ 2,526,672	\$ 3,149,917	\$ 3,212,916
Asset Value	5.5%	Cap Rate		\$ 9,065,100	\$ 20,342,084	\$ 26,407,723	\$ 32,707,852	\$ 34,343,244	\$ 35,030,109	\$ 45,939,486	\$ 57,271,226	\$ 58,416,651
Costs of Sale	3%											\$ 1,752,500
Total Development Costs			\$ -	\$ 36,974,384	\$ -	\$ -	\$ 9,067,985	\$ -	\$ -	\$ 26,167,890	\$ -	\$ -
<b>Net Cash Flow</b>			\$ -	\$ (36,475,803)	\$ 1,118,815	\$ 1,452,425	\$ (7,269,054)	\$ 1,888,878	\$ 1,926,656	\$ (23,641,219)	\$ 3,149,917	\$ 59,877,067
<b>Net Present Value</b>			\$ (15,411,297)									
<b>Unleveraged IRR Before Taxes</b>			1%									

<sup>1</sup>According to CMHC, the 2018 allowable average rent for a two bedroom unit in Toronto is \$1,141.































