

RYAN KHURANA

THE FUTURE OF QUAYSIDE

Ryan Khurana (2020). The Future of Quayside. A research presentation. Toronto: CA. School of Cities, University of Toronto.

OVERVIEW

- ▶ Sidewalk Toronto Background
- ▶ Waterfront Toronto's Remit
- ▶ Key Smart City Issues
- ▶ Case Study: Taipei
- ▶ Key Lessons

SIDEWALK TORONTO

- ▶ Partnership launched by Waterfront Toronto and Sidewalk Labs, a Google sister company, in 2017 to develop the Quayside, a 12-acre stretch of Toronto's waterfront
- ▶ Cancelled in April 2020 amidst the COVID-19 pandemic for alleged market uncertainties that made the project less feasible
- ▶ Plagued during the entire project history by criticisms from citizen advocacy groups and government officials on a variety of grounds



“FORMER WATERFRONT TORONTO CEO WILL FLEISSIG — WHO, IN EARLY 2017, ORDERED THE RFP THAT PUT THIS WHOLE MELODRAMA IN MOTION — WAS CLUELESS ABOUT THE CITY’S POLITICAL CULTURE, AND, MORE SPECIFICALLY, THE DEEP HISTORY OF WHY THE AGENCY EXISTED IN THE FIRST PLACE — TWO CRITICAL MISTAKES. CONSEQUENTLY, HE ATTEMPTED TO PERFORM A GRAFT WITH INCOMPATIBLE TISSUE AND THEN COULDN’T FIGURE OUT WHY IT DIDN’T TAKE.”

JOHN LORINC

WATERFRONT TORONTO'S REMIT

- ▶ Established as a tri-governmental agency in 2002 to revitalise Toronto's waterfront
- ▶ Overlapping mandate with municipal and provincial agencies and unclear direct accountability have held up projects
- ▶ Limited authority from lack of planning and zoning powers to lack of ownership over the lands affected
- ▶ Acted without sufficient oversight during early stages of the Quayside project leading to fraught relationships with municipal, provincial, and federal authorities

KEY SMART CITY ISSUES

- ▶ Outsourcing of Expertise
- ▶ Vendor Lock-In
- ▶ Administratively Burdensome Pilots
- ▶ Uneven Bargaining Power
- ▶ Lack of Democratic Buy-In

CASE STUDY: TAIPEI

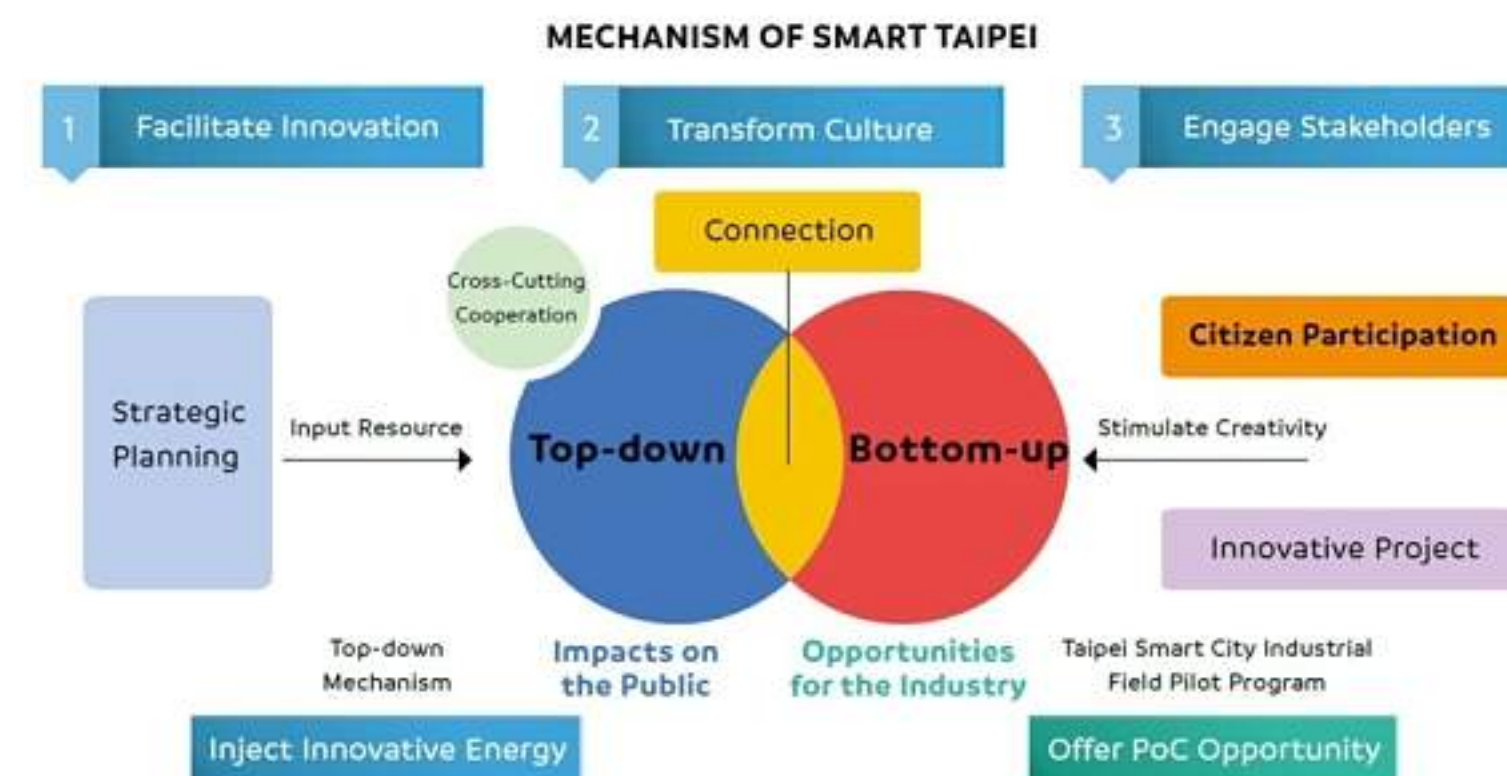
- ▶ Problem first, solution second
- ▶ Participatory design and execution
- ▶ Leverage local startups to implement solutions



Ryan Khurana (2020). The Future of Quayside. A research presentation. Toronto: CA. School of Cities, University of Toronto.

smarttaipei

Taipei City Government Department of Information Technology (DoIT) established Taipei Smart City Project Management Office (TPMO) in 2016 to assist the development of smart city, encourage industry innovations, and strengthen public-private partnership to transform the culture of city government. Taipei City Government offers itself as a platform for opening up the city as a living lab, through the constant injection of innovative energy, the living quality of citizens has greatly improved.



1. Contacted 300+ ICT Vendors & Research Institutions 2. Collaborated with 20 Taipei City Government Agencies
3. Involved 30,000+ Citizens through Public Participation Events 4. Initiate 130+ Smart City PoC Projects

KEY LESSONS: OWNERSHIP AND MODULARITY

- ▶ Effective Smart City initiatives begin by identifying who the smart city is for and who is responsible for its success. Waterfront Toronto currently has an unclear mandate with tensions that prevent this ownership and accountability
- ▶ The larger the scale of a smart city, the more modular it must be to prevent failure in any aspect from jeopardising the entire initiative. A single innovation and funding partner is counter to this approach
- ▶ Technology should not devolve into spectacle, but should be a means to increase democratic participation in design and execution



Ryan Khurana (2020). The Future of Quayside. A research presentation.
Toronto: CA. School of Cities, University of Toronto.

THE FUTURE OF QUAYSIDE

CONCLUSION