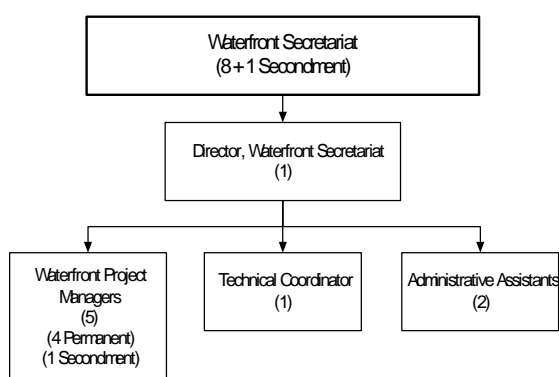


Waterfront Secretariat

The Waterfront Secretariat leads and directs the City's participation in the revitalization of Toronto's Waterfront. It advises City Council on the business performance and fiscal requirements of the Toronto Waterfront Revitalization Corporation (TWRC), ensures collaboration across divisions, agencies, boards and commissions in the planning and delivery of Waterfront initiatives, and provides strategic direction on the management of municipal assets in the Designated Waterfront Area. It also ensures that the City's policies, priorities, and regulations are respected and reflected in all decision-making processes associated with Waterfront Revitalization, including tri-government negotiations.

2007 Key Strategic Directions and Priorities

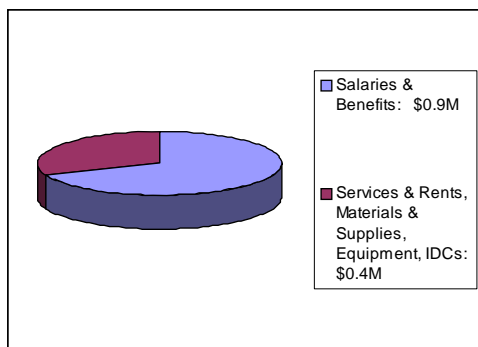
Program Profile



- Advance, streamline, and expedite Waterfront renewal by providing one-window access for TWRC, other governments, and stakeholders, to all municipal programs, services, divisions, agencies, boards and commissions involved in the Initiative.
- Ensure that the City effectively undertakes all steps necessary for the TWRC to achieve the deliverables outlined in its Long-Term Funding Plan (2006 – 2015), including the completion of parks and public spaces planned for the Waterfront by 2010.
- With the provincial and federal partners, ensure that issues of governance, funding, audit, accountability, risk management, environmental assessment, and land management are effectively addressed.
- With the City's Affordable Housing Office and TWRC, ensure that affordable housing targets are met across the Waterfront.

2006 Key Accomplishments

2007 Recommended Operating Budget Total = \$ 1.3 M (Gross)



- Led the negotiation of a Memorandum of Understanding approved by Council in January, 2006, between the City of Toronto, City of Toronto Economic Development Corporation (TEDCO), and the TWRC that set out their respective roles and responsibilities in revitalizing East Bayfront and the Port Lands.
- Led the preparation of a Community Improvement Project Area By-Law for East Bayfront, West Don Lands, the Port Lands and the area south of Eastern Avenue that was approved by Council in July, 2006.
- Led the City's due diligence review of the East Bayfront Business and Implementation Plan that was approved by Council in July, 2006.
- Led the tri-government negotiations and due diligence process on the TWRC's Long-Term Funding Plan (2006 – 2015) that was approved by Council in July, 2006.
- Expedited the City's approvals and implementation process for the West Don Lands that included the preparation of a Risk Assessment/Risk Management Plan, plan of subdivision, zoning, environmental assessments, and road closures.
- Led the process to relocate businesses in the West Don Lands impacted by Revitalization.
- Managed the City's involvement in the TWRC-sponsored design competition for the Central Waterfront Public Realm.

Background

“Making Progress on the Waterfront” is a priority of Council, and a major component of the Mayor’s mandate.

With the Long-Term Funding Plan (2006 – 2015) approved by all governments, the Secretariat will continue to manage the resources necessary to advance Waterfront Revitalization, with a strong focus on “shovel-in-the-ground” activities. The Funding Plan provides for the transformation of existing brownfields into vibrant, mixed-use, transit-friendly communities, with immediate results anticipated in East Bayfront and West Don Lands in 2008. It also provides for the completion of Waterfront parks and public spaces in East Bayfront, West Don Lands, Port Lands and the Central Waterfront targeted for 2010.

Program Objectives for 2007

Program Management

- Ensure that the critical paths, resources, and staff structures are in place within the City and the TWRC to achieve the Mayor’s mandate with respect to the revitalization of Toronto’s Waterfront. Ensure the structure, technical expertise and capacity of the City’s Waterfront teams are appropriate and sufficient to deliver the Waterfront parks and public spaces, and other deliverables, by 2010.
- Identify opportunities for collaboration and innovation, meld the best practices of existing processes with new approaches to City-building and brownfield development, and manage their implementation.
- Ensure project and TWRC compliance with Council objectives and City budget, policies, plans, joint agreements, and protocols.
- Manage the Municipal processes necessary for implementing West Don Lands and East Bayfront Precinct Plans, with particular emphasis on parks, affordable housing, and employment attraction.
- Lead the City’s participation in the TWRC’s Precinct Planning process for the Port Lands.
- Lead the City’s due diligence process on the TWRC’s options for improving the Gardiner/Lakeshore corridor, including assessing financing implications of the proposed scenarios.
- In conjunction with the TWRC and other City divisions, advance the use of Tax Increment Financing and the provision of Provincial and Federal incentives as part of the Waterfront Community Improvement Plan to encourage employment and green development.
- Develop and implement the Western Waterfront Master Plan.
- With Legal and Planning, advance the approval of the Central Waterfront Secondary Plan and East Bayfront zoning by-law at the Ontario Municipal Board.

Financial

- Ensure prudent and accountable fiscal management of the Waterfront Revitalization Initiative.
 - Lead the tri-government negotiations on the TWRC’s Long-Term Funding Plan (2007 – 2016), and report to Council on the results of this process.
 - Negotiate other tri-government agreements in a manner that protects and reflects the City’s interests and priorities.
- Identify and clarify the potential impacts on the City’s Operating Budget resulting from new Waterfront infrastructure, and determine mitigating measures to address the impacts.
- Facilitate solutions to the management and sharing of risk among the orders of government and the TWRC related to financial securities and indemnification.

....Program Objectives for 2007 continued

Governance

- Ensure strong inter-governmental co-operation on the Waterfront Revitalization Initiative, and facilitate strategic alignment among all government partners. Lead the management of intergovernmental initiatives, ensuring that regulatory and approval processes are streamlined to the fullest extent possible.
- Facilitate strong partnership between the City, TEDCO and the TWRC as per the Memorandum of Understanding approved by Council in 2006.
- Ensure that municipal interests and priorities are effectively communicated and protected when dealing with external public agencies, including the Toronto Port Authority, TRCA, and Ontario Realty Corporation.
- Support the Mayor in his role as a member of the TWRC Board and ensure that other Municipal appointees to the Board understand and advance Municipal priorities and initiatives.

Environmental

- With impacted Divisions, clarify the City policies, processes and requirements and expectations for managing and accepting contaminated land for Revitalization purposes and for treating contaminated soils.
- Lead the City's participation in the completion of Risk Assessment/Risk Management Protocols required for the Waterfront, in conjunction with other City divisions, TEDCO and the TRCA to ensure that such Protocols are in place for environmental, construction, and other development activity in the Designated Waterfront Area.
- Lead the City's processes related to the Environmental Assessments required to transform Queens Quay and the Water's Edge in accordance with the design competition held in 2006.
- Pursue exemption from the Provincial Environmental Assessment Act for infrastructure projects in the Waterfront.

2008 / 2009 Outlook

The Secretariat will continue to oversee and facilitate all processes related to the Waterfront Revitalization Initiative, ensuring that the City's interests and priorities are protected and reflected in Revitalization efforts. It will continue to ensure that all City divisions, boards, agencies, commissions and corporations assist in implementing the Initiative in a co-ordinated, efficient, and cost-effective manner, and that the City "speaks with one voice" on Revitalization. It will lead the processes required to implement the Waterfront vision.