

Background

On June 19, 2015 City Council unanimously adopted the Waterfront Strategic Review conducted by City Staff. That review found value in both the tri-government funding model for waterfront revitalization and in Waterfront Toronto as the primary delivery entity. Under a scenario of tri-government funding and governance to support a second phase of waterfront revitalization, Council affirmed Waterfront Toronto as the preferred delivery entity.

Areas of improvement were also identified and are referred to as part of the 9 recommendations of the report (see attached document).

The first set of recommendations are specific to Waterfront Toronto for implementation:

1. City Council request the Intergovernmental Steering Committee to direct the Board of Waterfront Toronto to:
 - a) Develop a transition plan to find efficiencies and manage the period between now and the time of WT 2.0 funding decisions;
 - b) Implement a corporate-wide performance measurement system that is “SMART” (specific, measurable, attainable, relevant and time-bound);
 - c) Implement a common approach to project data management to promote project-based (as opposed to work package-based) reporting that is consistent, efficient and enterprise-wide;
 - d) Strengthen its Freedom of Information (FOI) policies and oversight to more closely reflect those of MFIPPA; and
 - e) Adopt wrong doing policies that more closely reflect those contained in the Toronto Public Service By-law.

The following is the work underway to address the above recommendations:

- a) Management has developed a set of principles and a strategic approach to develop a transition plan to manage human resources to the time of a 2.0 funding decision. This item is addressed in the Closed Session CEO Report.
- b) Implementation underway. At the June Board meeting, Management tabled an expanded Management Report that included a comparative analysis on the previous year’s accomplishments and deliverables versus targets and reports on the associated corporate objectives.
- c) Implementation underway. Management has now implemented a consistent corporate-wide streamlined reporting process. Risk and Financial Variance Reports are now provided on a quarterly basis to the Board for every active project beginning June 2015. Furthermore, the level of detail for reports going forward will be at the individual project level.

d) and e). We are currently reviewing our FOI policies to ensure a close alignment with those of MFIPPA and options for doing similarly with Waterfront Toronto's wrong doing policies. It is recommended that these items be referred to the Governance Committee.

Motion

ON MOTION duly made, seconded and carried, be it **RESOLVED** that items (d) and (e) regarding Waterfront Toronto's Freedom of Information and Wrong Doing Policies be referred to the Governance Committee for review.



Tracking Status

- [City Council](#) adopted this item on July 7, 2015 with amendments.
- This item was considered by [Executive Committee](#) on June 30, 2015 and was adopted with amendments. It will be considered by City Council on July 7, 2015.

City Council consideration on July 7, 2015

EX7.6	ACTION	Amended		Ward:All
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Waterfront Strategic Review

City Council Decision

City Council on July 7, 8 and 9, 2015, adopted the following:

1. City Council request the Intergovernmental Steering Committee to direct the Board of Waterfront Toronto to:
 - a. develop a transition plan to find efficiencies and manage the period between now and the time of Waterfront 2.0 funding decisions;
 - b. implement a corporate-wide performance measurement system that is "SMART" (specific, measurable, attainable, relevant and time-bound);
 - c. implement a common approach to project data management to promote project-based (as opposed to work package-based) reporting that is consistent, efficient and enterprise-wide;
 - d. strengthen its Freedom of Information policies and oversight to more closely reflect those of Municipal Freedom of Information and Protection of Privacy Act (MFIPPA); and
 - e. adopt wrongdoing policies that more closely reflect those contained in the Toronto Public Service By-law.
2. City Council provide the required consent to borrow money and mortgage or otherwise encumber assets pursuant to Subsections 4(5) and 4(6) of the Toronto Waterfront Revitalization Act substantially on the terms and conditions contained in the draft Consent (attached as Appendix A) to the report (June 19, 2015) from the Acting City Manager and authorize the Deputy City Manager responsible for the Waterfront Initiative to execute such Consent with such modifications as he shall deem necessary or desirable and in a form approved by the City Solicitor, and to deliver such Consent to Waterfront Toronto subject to such conditions regarding reporting and oversight as he shall deem necessary and desirable.

3. City Council direct the City Manager to review the real estate development responsibilities of Waterfront Toronto in parallel with the City-wide Real Estate Review, to ensure that Waterfront Toronto's real estate development work is aligned with that of City agencies, corporations and divisions.
4. City Council support, in principle, the undertaking of a second phase of waterfront revitalization supported by tri-government funding and governance.
5. City Council affirm flood protection, waterfront transit, land servicing, and public realm enhancements as priorities for capital projects to be delivered in the second phase of waterfront revitalization, with individual projects to be confirmed as funding commitments are secured and subject to approval through the annual budget process.
6. City Council:
 - a. request the Mayor to contact his Provincial and Federal counterparts to initiate a "Call to Action" negotiation process regarding funding for Waterfront 2.0 projects, to conclude as soon as possible in 2016; and
 - b. direct the Deputy City Manager responsible for the Waterfront Initiative to report back on the outcomes of the "Call to Action" process for Council's consideration and response.
7. Assuming a scenario of tri-government funding and governance to support a second phase of waterfront revitalization, City Council affirm Waterfront Toronto as the preferred delivery entity.
8. City Council request the Deputy City Manager, Cluster B, in consultation with the Auditor General, to take the lead on behalf of government partners in conducting government-led audits for the balance of the first phase of Toronto Waterfront Revitalization Initiative.
9. City Council request the Auditor General, in consultation with the Deputy City Manager and Chief Financial Officer, to conduct future audits as necessary on City-funded waterfront projects managed by Waterfront Toronto.

Background Information (Committee)

(June 19, 2015) Report and Appendices A, B and C from the Acting City Manager on Waterfront Strategic Review

<http://www.toronto.ca/legdocs/mmis/2015/ex/bqrd/backgroundfile-81763.pdf>

Appendix D - Ernst and Young LLP Waterfront Toronto Performance Assessment

<http://www.toronto.ca/legdocs/mmis/2015/ex/bqrd/backgroundfile-81764.pdf>

Communications (Committee)

(June 29, 2015) E-mail from Phylis Coles (EX.New.EX7.6.1)

Motions (City Council)

1 - Motion to Amend Item moved by Councillor Pam McConnell (Carried)
That City Council:

1. delete Executive Committee Recommendation 3

Recommendation to be deleted:

3. City Council request the Auditor General to undertake a value for money audit of Waterfront Toronto at the conclusion of the agency's 2015-2016 fiscal year, with funds allocated from the 2016 Waterfront Revitalization Initiative capital budget.

2. and, add the following two new Recommendations:

1. City Council request the Deputy City Manager, Cluster B, in consultation with the Auditor General, to take the lead on behalf of government partners in conducting government-led audits for the balance of the first phase of Toronto Waterfront Revitalization Initiative.

2. City Council request the Auditor General, in consultation with the Deputy City Manager and Chief Financial Officer, to conduct future audits as necessary on City-funded waterfront projects managed by Waterfront Toronto.

Vote (Amend Item)

Jul-07-2015 7:32 PM

Result: Carried	Majority Required - EX7.6 - McConnell - motion 1
Yes: 34	Paul Ainslie, Maria Augimeri, Michelle Berardinetti, Jon Burnside, John Campbell, Christin Carmichael Greb, Shelley Carroll, Josh Colle, Gary Crawford, Joe Cressy, Janet Davis, Glenn De Baeremaeker, Justin J. Di Ciano, Sarah Doucette, Paula Fletcher, Mary Fragedakis, Mark Grimes, Stephen Holyday, Jim Karygiannis, Norman Kelly, Mike Layton, Chin Lee, Pam McConnell, Mary-Margaret McMahon, Joe Mihevc, Ron Moeser, Frances Nunziata (Chair), Cesar Palacio, James Pasternak, Gord Perks, Anthony Perruzza, David Shiner, John Tory, Kristyn Wong-Tam
No: 0	
Absent: 11	Ana Bailão, Raymond Cho, Vincent Crisanti, Frank Di Giorgio, John Filion, Rob Ford, Giorgio Mammoliti, Josh Matlow, Denzil Minnan-Wong, Jaye Robinson, Michael Thompson

2 - Motion to Amend Item (Additional) moved by Councillor James Pasternak (Out of Order)
 That City Council explore the idea that the future of Waterfront Toronto and that the Toronto Waterfront Revitalization Initiative include Toronto's river systems and their tributaries including Etobicoke Creek, Mimico Creek, Don River, Highland Creek, Rouge River and Humber River, that flow into Lake Ontario and the Waterfront Toronto catchment area and that such rivers and their surrounding land mass be eligible for fully funded revitalization opportunities and that this idea be forwarded to the Intergovernmental Steering Committee for consideration.

Point of Order by Councillor Joe Cressy

Councillor Cressy, rising on a Point of Order, asked if motion 2 by Councillor Pasternak was in order.

Ruling by Speaker Frances Nunziata

Speaker Nunziata ruled motion 2 by Councillor Pasternak out of order as City Council does not

have authority to determine the boundaries of the Waterfront area.

Motion to Adopt Item as Amended (Carried)

Vote (Adopt Item as Amended)

Jul-07-2015 7:33 PM

Result: Carried	Majority Required - EX7.6 - Adopt the item as amended
Yes: 34	Paul Ainslie, Maria Augimeri, Michelle Berardinetti, Jon Burnside, John Campbell, Christin Carmichael Greb, Shelley Carroll, Josh Colle, Gary Crawford, Joe Cressy, Janet Davis, Glenn De Baeremaeker, Justin J. Di Ciano, Sarah Doucette, Paula Fletcher, Mary Fragedakis, Mark Grimes, Stephen Holyday, Jim Karygiannis, Norman Kelly, Mike Layton, Chin Lee, Pam McConnell, Mary-Margaret McMahon, Joe Mihevc, Ron Moeser, Frances Nunziata (Chair), Cesar Palacio, James Pasternak, Gord Perks, Anthony Perruzza, David Shiner, John Tory, Kristyn Wong-Tam
No: 0	
Absent: 11	Ana Bailão, Raymond Cho, Vincent Crisanti, Frank Di Giorgio, John Fillion, Rob Ford, Giorgio Mammoliti, Josh Matlow, Denzil Minnan-Wong, Jaye Robinson, Michael Thompson

Executive Committee consideration on June 30, 2015

Source: Toronto City Clerk at www.toronto.ca/council