



City of Toronto Waterfront Strategic Review Summary Report

**Waterfront Toronto Board of Directors Meeting
June 24, 2015**



Strategic Review Goals

- Review waterfront revitalization efforts to date including performance assessment of WT
- Propose approach for second phase of revitalization or Waterfront 2.0
- Review directives provided Council July 2014

Strategic Review Process – Stakeholder Engagement

- Federal and provincial governments
- Stakeholders
 - City divisions; agencies, affiliated corporations, local community organizations, waterfront development partners; Councillors and staff
 - Town hall
- Ernst and Young LLP (EY) performance assessment

Key Findings

- Value of the tri-government funding model for waterfront revitalization and WT as the primary delivery entity
- Benchmarked against achievements prior to 2000 and what the City could have reasonably achieved on its own, tri-gov't model combined with WT = substantial benefits to the City
- Strong interest in continuing tri-government waterfront revitalization – proposing Call to Action

Key Findings

- City Leadership for CALL TO ACTION
- Time limited, high level and formal and structured intergovernmental negotiations to confirm Waterfront 2.0 funding commitments and scope of project delivery
- Completion 2016
- CALL TO ACTION deliberations will determine entity required to deliver 2.0 projects
- Assuming tri-government funding commitment, renewal of tri-government partnership and broad agreement of priority project areas, staff report recommends WT as preferred delivery entity

Strategic Review Process

- EY performance assessment of WT
 - Relevance
 - Effectiveness
 - Comparison with other waterfront agencies
 - Economy and efficiency
 - Financial self-sustainability
 - Future role

EY Key Findings

- WT effective delivery of revitalization projects with due regard for economy and efficiency and consistent with international best practice
- Pool of knowledge, expertise and processes = credibility in delivering waterfront renewal
- International recognition for planning and public spaces, urban design, landscape architecture, public consultation
- Developer trust
- “Effective and reliable delivery entity”
- Value for Money for the City

EY Key Findings

Refining of City-led processes affected WT's 1.0 delivery:

- City led government audits
- City's own real estate development review should consider the real estate development responsibilities of WT
- To ensure completion of 1.0, borrowing authority for 5 year; non-recourse to governments

EY Key Findings

Areas of improvement:

- Transition plan
- Implementation of corporate-wide performance measurement system
- Refinement of data management approach to support project-based reporting
- Continued strengthening of FOI and Wrongdoing policies to align more closely with those of City

Recommendations

1. IGSC to direct WT Board to:
 - Develop transition plan (manage period between 1.0 and 2.0)
 - Implement Corporate wide performance management system
 - Develop common approach to project data management to promote project based reporting consistent, efficient and enterprise wide
 - Strengthen FOI policies to more closely reflect MFIPPA
 - Adopt wrongdoing policies that more closely reflect City
2. Council provide borrowing consent
3. DCM led on behalf of other governments conduct audits for balance of 1.0
4. CM review real estate development responsibilities of WT in parallel with City-wide real estate review

Recommendations

5. Council support second phase of waterfront revitalization supported by tri government funding and governance
6. Council affirm 2.0 projects as priorities for capital projects to be delivered in second phase of waterfront revitalization
7. Council:
 - a) request Mayor to initiate Call to Action with federal and provincial counterparts
 - b) direct DCM to report back on process and results
8. Council affirm Waterfront Toronto as the preferred delivery entity assuming a scenario of tri-government funding and governance to support a second phase of waterfront revitalization.



Next Steps

- Executive Committee June 29
- Council July 8/9th