

2006 Operating Budget

Waterfront Secretariat

Presented to

Planning & Transportation Committee

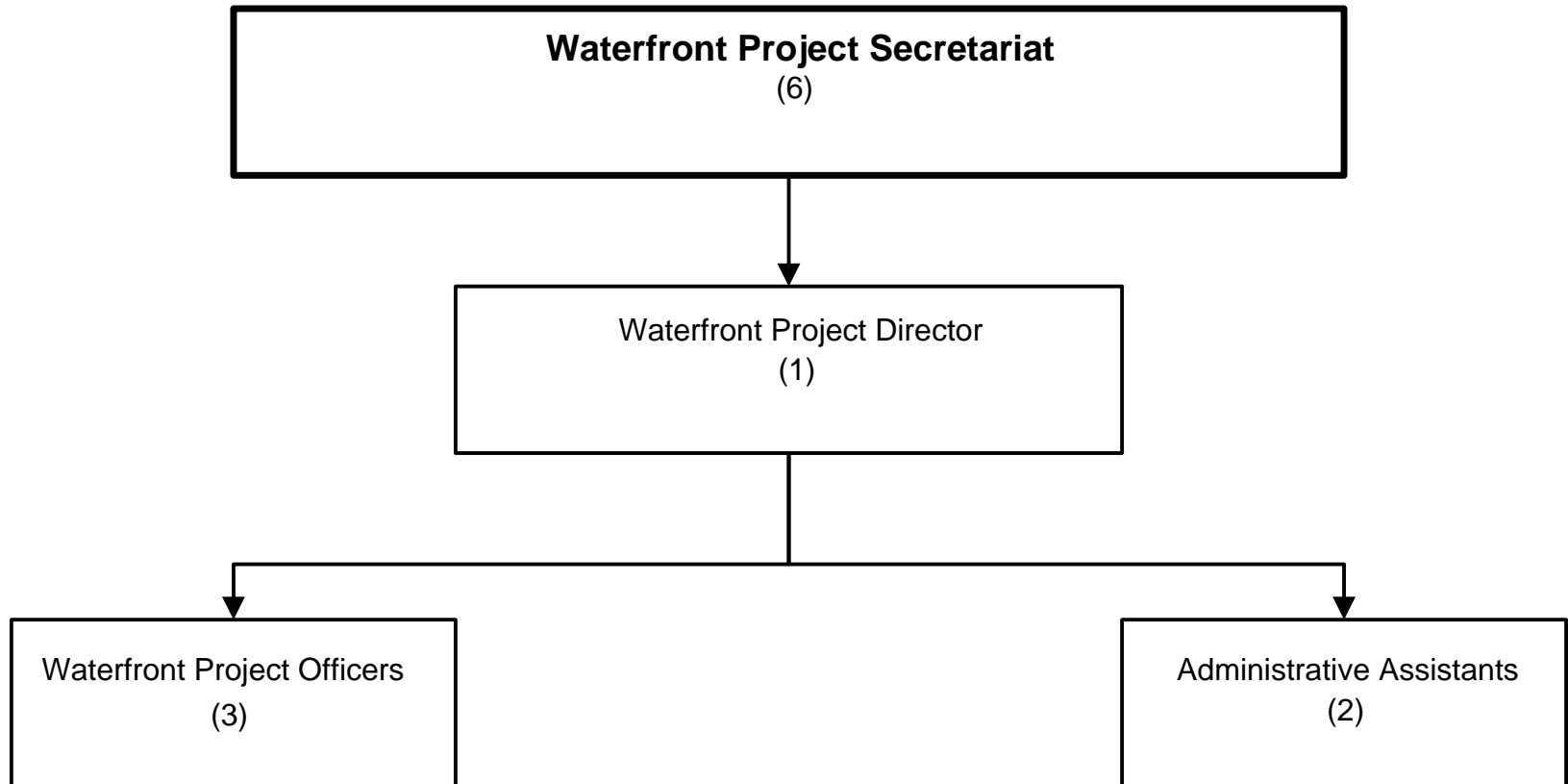
January 9, 2006



Mission Statement

- To lead and direct the City's participation in the Toronto Waterfront Revitalization Initiative.
- To ensure that all City divisions, boards, agencies, commissions, and corporations assist in implementing the Waterfront Revitalization Initiative in a coordinated, efficient, and cost-effective manner.
- To act as the liaison between City divisions, agencies, boards, commissions, and corporations, and the Toronto Waterfront Revitalization Corporation (TWRC).
- To negotiate with the other governments on major issues of governance, funding, legal documentation (such as Contribution Agreements), and land contributions.

Program Map – 2006 Base Budget Request



Prior Year Accomplishments (2005)

- Led implementation of the new governance structure for the Initiative
 - Structure approved by Council in December, 2004
 - Mayor now on TWRC Board
- Led and completed the tri-government due diligence process on TWRC's Five-Year Plan/Ten-Year Forecast for Revitalization
 - Approved by the three governments in September, 2005
- Led the City's participation in and due diligence of the Precinct Plans for East Bayfront and West Don Lands
 - Both Plans approved by Council in 2005
- Led and facilitated the process of relocating businesses affected by Revitalization of West Don Lands to other areas of the City.
- Launched Waterfront Liaison Committee.

Prior Year Accomplishments (2005)

- With the TWRC, advanced the “Coordinated and streamlined EA Program”
 - Master Plan EAs for West Don Lands and East Bayfront approved by Council in 2005
 - Finalized Western Beaches Watercourse Class EA
 - Parks and selected Transit Lane Exemption Order from EA Act currently in progress
- In conjunction with City Planning, resolved Central Waterfront Secondary Plan appeals.
- Managed City involvement in project implementation teams for the West Don Lands, Leslie Street Greening, Western Beaches Watercourse, Commissioners Park, Lake Ontario Park, and Martin Goodman Trail initiatives.
- Managed completion of the Financial Incentives Study, activities of the Intergovernmental Steering Committee, and communications and media events.

History of Budget Actions - Previous 3 Years

- Waterfront Secretariat's gross Operating Budget has been stable from inception in 2002 (\$830K) to 2005 (\$815.4K)
 - In 2002 and 2003, fully funded through Capital Program
 - Since 2004, includes only \$120K recovery from the Capital Program, representing staffing costs for one Waterfront Project Officer
- Majority of 2006 base budget request of \$869.1K (gross)/\$749.1K (net) is for:
 - Staffing costs for 6 permanent positions (74%)
 - Consulting costs for external expertise (22%)

2006 Strategic Directions (3-Year)

- Waterfront Revitalization is the defining City-building project of its era:
 - a priority for City Council, the Province, and Federal government
- Initiative is at a critical juncture:
 - proceeding from Planning to Implementation in East Bayfront, West Don Lands, and Commissioners Park
 - new governance structure being implemented
 - Financial Framework to track all government contributions being implemented
 - MOU with TEDCO/TWRC to streamline implementation nearing completion
- Waterfront Secretariat is ensuring right structure, support, and agreements are in place to move Revitalization forward through the next decade.

Policy, Legislative or Political Issues Related to the 2006 Budget

- “Making Progress on the Waterfront” is a Council priority.
- Approval of new governance structure (2004) and MOU with TEDCO (2006) will expedite implementation.
- Project implements vision in City’s Central Waterfront Secondary Plan and policies of the new Official Plan.
- Project advances City’s Economic Development Strategy and Tourism Strategy
 - Opportunities for employment and population growth, and for development of new attractions

Division Specific and/or Cross-Cluster Issues

- **Waterfront Revitalization moving rapidly to Implementation phase**
 - Cross-corporate coordination is critical
 - Addressing on-going Operating impact is critical
- **Must ensure Secretariat has appropriate resources and operational capacity to:**
 - address complex issues such as brownfield liabilities, land/asset management, Gardiner/Lakeshore corridor review, business attraction and related financial incentive requirements, communications
 - ensure significant progress is made in accordance with Five-Year Plan/Ten-Year Forecast and that TWRC is accountable for deliverables included in the Forecast
 - implement formal review of new TWRC quarterly progress reports with other governments
 - support Mayor in his role on the Board
 - implement Accounting Framework to ensure accountability and transparency
 - quantify and mitigate long-term operating impact of Initiative on City's budget

Opportunities for City-wide Collaboration

- Waterfront Secretariat ensures that the City “speaks with one voice” on Waterfront issues.
- Initiative requires cross-Corporate co-ordination with virtually all City Divisions.
- Numerous TWRC/City and City-wide teams set up:
 - Waterfront – wide teams such as Secretariat/City Planning Committee on Waterfront Issues, Central Waterfront Secondary Plan Appeals Group, TWRC/City EA sub-groups for Parks and Transit, Financial Incentives Team, Business Relocation Task Force
 - On-going teams for Initiatives such as West Don Lands, East Bayfront, Port Lands, Lower Don River, Transit/Transportation, Martin Goodman Trail
 - 2006 – new teams include Operating Impact Task Force, Gardiner/Lakeshore Corridor Task Force, West Don Lands/East Bayfront Implementation Task Force

2006 Base Budget Request (Net \$000's)

	\$000's	Staff
2005 Approved Adjusted Budget	709.5	6.0
2006 Merit, Step, COLA, Harmonization and Benefit increases	39.6	
2006 Requested Base Budget	749.1	6.0

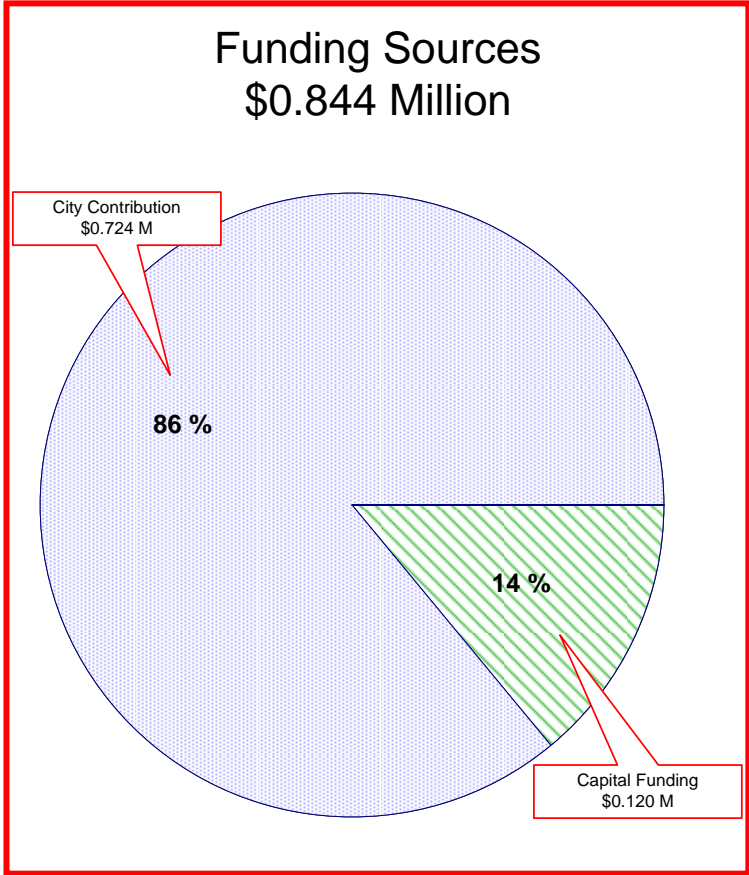
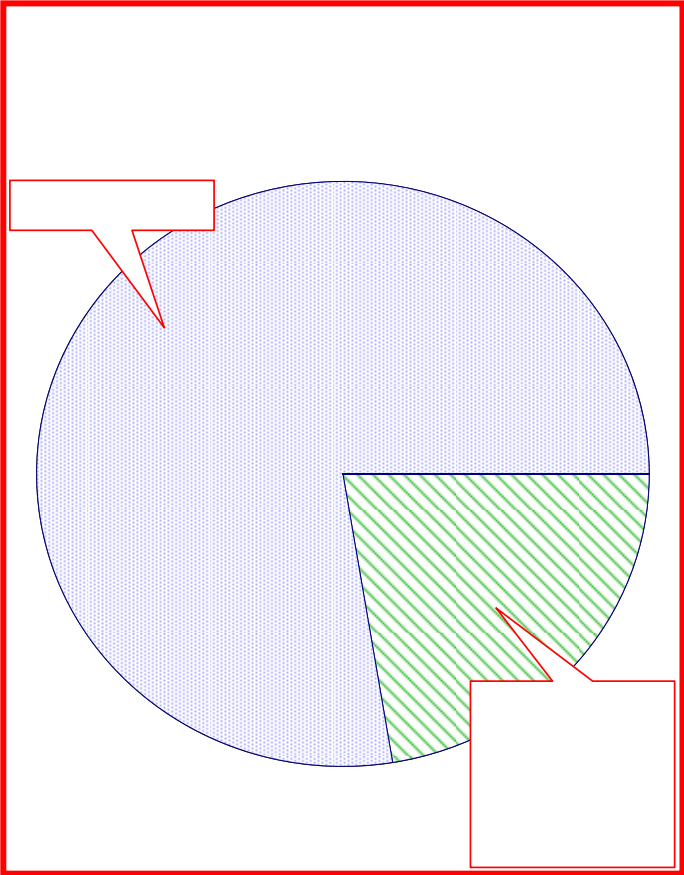
2006 CM/CFO Proposed Base Budget (Net \$000's)

	Net	% Inc/(Dec) from 2005
2005 Approved Adjusted Base Budget	709.5	
2005 Requested Base	749.1	3.6
CM/CFO Recommended Reductions	25.3	
CM Proposed Base Budget	723.8	2.0
Net Target	723.8	
Over/(Under) Target	0.0	

2006 CM/CFO Recommended Reductions (Net \$000's)

Reductions/Changes	\$	Staff
Professional and Consulting Fees	25.3	
Total Reductions/Changes to meet Base Budget Target	25.3	

2006 CM/CFO Proposed Base Budget



Reduction Options - Impact

- Will limit access to external expertise on a variety of complex Waterfront issues, e.g.:
 - brownfield management/liabilities
 - resolution of Central Waterfront Secondary Plan appeals
 - reviewing financing options for anticipated Gardiner/Lakeshore Corridor improvements
 - addressing insurance, indemnity and liability issues associated with revitalization of land owned by the City or its ABCCs
 - recruitment of Board members to TWRC

New & Enhanced Request - Business Case Summary

- \$290K requested for a Staffing Strategy in 2006:
 - One additional Waterfront Project Officer and one Technical Coordinator
 - Conversion of one temporary Officer position permanent
 - established in 2005 and funded with monies originally budgeted for technical resources
 - external expertise required in 2006 to assist with complex issues
 - consulting/legal funding must be maintained at 2005 budgeted levels

New & Enhanced Request - Business Case Summary

Responsibilities assigned to new positions include:

- Overseeing and coordinating the provision of municipal expertise on specific waterfront projects
- Business relocation
- Implementing the new TWRC governance model
- Financial modelling of TWRC proposals (e.g. for redesign of Gardiner/Lakeshore corridor)
- Mitigating Municipal operating financial impacts of Revitalization
- Implementing financing tools and other incentives
- Implementing the Public Land Management Protocol and addressing brownfields issues
- Issues management and communications coordination
- Participating/leading inter-divisional groups/projects
 - Expected to increase dramatically with Precinct implementation
- Coordinating City's technical review and approvals of infrastructure identified in the Five-Year Plan/Ten-Year Forecast

New & Enhanced Requested/Recommended (Net \$000's)

	Requested Net	Recommended Net	Recommended Staff
CM Proposed 2006 Net Base Budget		723.8	6.0
New & Enhanced: Additional Staff Requested: 1 temporary Officer to permanent 1 additional Officer 1 Project Coordinator Recommended: 1 temporary Officer to permanent 1 Project Coordinator (capital)	290.0	105.0	2.0
Total New & Enhanced	290.0	105.0	
CM Recommended Net 2006 Budget		828.8	8.0