

Clause embodied in Report No. 13 of the Policy and Finance Committee, as adopted by the Council of the City of Toronto at its meeting held on October 1, 2 and 3, 2002.

## 9

**Role of the Waterfront Reference Group,  
The Toronto Waterfront Revitalization Project**

*(City Council on October 1, 2 and 3, 2002, adopted this Clause, without amendment.)*

The Policy and Finance Committee recommends the adoption of the following joint report (September 4, 2002) from the Chief Administrative Officer the Commissioner of Economic Development, Culture and Tourism and the Commissioner of Urban Development Services subject to deleting Recommendations Nos. (2) and (4) so that the Recommendations embodied therein now reads as follows:

- “(1) Council reaffirm its support for the Waterfront Reference Group (WRG) to function as Council’s co-ordinating body for the Waterfront Revitalization Project;**
- (2) Council direct the Waterfront Reference Group to add, as a regular agenda item, confirmation of the Standing Committee(s) to which reports and other matters before the Reference Group are to be referred, prior to their consideration by Council;**
- (3) Council direct the WRG Chair to inform Standing Committee Chairs of reports appearing on the WRG Agenda and authorize Standing Committee Chairs to add time-sensitive reports to their agendas prior to these reports being considered by the WRG, if necessary; and**
- (4) the appropriate City Officials be authorized and directed to take the necessary action(s) to give effect thereto.”**

The Policy and Finance Committee reports, for the information of Council, having:

- (1) requested the Chair of the Striking Committee to convene a meeting of the Striking Committee, prior to the meeting of Council scheduled to be held on October 1, 2002, to give consideration to the membership of the Waterfront Reference Group and submit recommendations pertaining thereto to the aforementioned meeting of Council;
- (2) requested the City Clerk to canvass Members of Council to determine their interest in being appointed to the Waterfront Reference Group; and
- (3) received the communication (June 25, 2002) from the City Clerk providing an update on the Toronto Waterfront Revitalization Project Reporting and Communications Protocol.

**The Policy and Finance Committee submits the following joint report (September 4, 2002) from the Chief Administrative Officer, the Commissioner of Economic Development, Culture and Tourism and the Commissioner of Urban Development Services:**

Purpose:

To clarify the role of the Waterfront Reference Group (WRG) in ensuring that the Waterfront Revitalization Project is effectively managed within the City of Toronto.

Financial Implications and Impact Statement:

There are no financial implications resulting from this report.

Recommendations:

It is recommended that:

- (1) Council reaffirm its support for the Waterfront Reference Group (WRG) to function as Council's co-ordinating body for the Waterfront Revitalization Project;
- (2) Council refer the membership of the Waterfront Reference Group to the Striking Committee for consideration;
- (3) Council direct the Waterfront Reference Group to add, as a regular agenda item, confirmation of the Standing Committee(s) to which reports and other matters before the Reference Group are to be referred, prior to their consideration by Council;
- (4) TEDCO continue its current operations in the Port Lands until the role of the TWRC is clarified;
- (5) Council direct the WRG Chair to inform Standing Committee Chairs of reports appearing on the WRG Agenda and authorize Standing Committee Chairs to add time-sensitive reports to their agendas prior to these reports being considered by the WRG, if necessary; and
- (6) the appropriate City Officials be authorized and directed to take the necessary action(s) to give effect thereto.

Background:

At its meeting of May 30, 31 and June 1, 2001, Council established a Waterfront Reference Group (WRG) to represent its interests in the Waterfront Revitalization Project. The WRG was mandated to address issues related to the Project and to provide advice to Council's Standing Committees on initiatives by the Toronto Waterfront Revitalization Corporation (TWRC). In order to assist the WRG in carrying out its mandate, Council approved an issues management and communications protocol (February 13, 14 and 15, 2002) which centrally co-ordinates all

waterfront-related communications and activities through the WRG and Waterfront Project Secretariat located in Urban Development Services.

This process through which the protocol was to be implemented was outlined in a May 27, 2002 report to Policy and Finance Committee. At its June 6, 2002 meeting, the Committee received the report and requested that the Chief Administrative Officer report directly to the June 18, 2002 meeting of Council on the nature of items to be submitted to the WRG as well as the reporting relationship of the WRG to the Policy and Finance Committee, other Standing Committees of Council and City Council.

At its June 18, 19 and 20, 2002, meeting, Council considered the two reports. Following deliberation, it referred the Committee's recommendation to adopt the May 27, 2002, report back to Policy and Finance Committee for further consideration. The following issues were identified during Council's consideration of these reports:

- (1) the need to clarify the relationship of the WRG to Council's Standing Committees and Departments, Agencies, Boards and Commissions (DABC's);
- (2) concerns that the involvement of the WRG on some waterfront issues could delay the normal review/approval function of various City DABC's and Council;
- (3) the need to clarify how the Communications and Reporting Protocol impacts TEDCO in its ongoing business activities; and
- (4) the status of "special purpose" agencies and committees impacted by the Waterfront Revitalization Project.

At its meeting on July 30, 31 and August 1, 2002, Council had before it a report from the Policy and Finance Committee reviewing sub-committees, advisory committees, special committees and Task Forces established by Standing Committees and Council since December 2000. Given the referral back to Policy and Finance Committee of the May 27, 2002, report, Council adopted Committee's recommendation to "defer consideration of the re-establishment and structure of the Waterfront Reference Group until the Waterfront Reference Group protocol is brought forward to the Policy and Finance Committee in September 2002; and that the membership of the Waterfront Reference Group be referred to the Striking Committee for consideration".

This report comments on each of the four issues raised at the June 18, 19 and 20, 2002 meeting noted above and clarifies the relationship between the WRG, the Waterfront Project Secretariat and the City's DABC's. The recommendation to reaffirm Council's support for the Waterfront Reference Group to manage its involvement in the Waterfront Revitalization Project stems from this discussion.

Comments:

(1) Relationship of the Waterfront Reference Group to Council's Standing Committees and DABC's:

The primary role of the WRG is to serve as a "clearing house" for all waterfront initiatives at the municipal level. At any given time, the City's DABC's are involved in many important initiatives impacting the waterfront area including real estate decisions, infrastructure, land-use, recreational, environmental and cultural planning.

The WRG on behalf of Council ensures that waterfront initiatives are being handled in a cost-effective, co-ordinated fashion reflecting Council's priorities and expectations. By including a representative from all of Council's Standing Committees (Administrative Committee exempted due to the nature of its mandate) and related agencies in its composition, each committee has a direct link to the activities of the WRG. Furthermore, while the WRG is the first point of entry for waterfront-related items, part of the WRG's mandate is to refer items of relevance to the appropriate Standing Committee prior to consideration by Council. Starting this fall, it is proposed that this be formalized in the WRG agenda, whereby at the conclusion of each meeting, referrals to the appropriate Council Committees will be determined and confirmed.

Should time-sensitive items arise which require consideration by a Standing Committee, the Chair of the WRG and Director of the Waterfront Project Secretariat have instituted a procedure whereby the Chair of each Standing Committee is informed of all reports coming to the WRG and can add them to that committee's agenda prior to the WRG meeting if necessary.

At a staff level, the Waterfront Project Secretariat performs a similar "clearing house" function as well as ensuring that the WRG is apprised of key waterfront issues and initiatives. The Secretariat also interfaces with the Toronto Waterfront Revitalization Corporation (TWRC) and the other government partners on waterfront revitalization and is responsible for reporting these discussions through the WRG to Council.

As one of Council's top corporate priorities with a considerable project budget, the Waterfront Revitalization Project requires ongoing monitoring and project management to reflect and protect the City's interests and priorities as the Project progresses. Moreover, it is crucial that there be a single point of contact on the Project for the government partners and the Toronto Waterfront Revitalization Corporation. Both the WRG and Waterfront Project Secretariat have been created to fulfill these functions.

(2) Meeting Timelines:

The preceding discussion addresses the need for a centralized body, at both the staff and political level to ensure the Waterfront Revitalization Project is appropriately directed and managed. Part of this objective is to expedite waterfront-related initiatives and make them happen in an efficient orderly manner within the normal City review and approval processes.

Where issues referred to the Secretariat under the Communications and Reporting Protocol are deemed to not affect the Project, they are quickly dispensed of so as to not delay regular processes. The far majority of items which have been referred to the Secretariat under the Protocol to date have involved real estate transactions for short-term lease renewals. The turnaround time for routine items of this nature has not exceeded one month with the majority requiring significantly less time.

At present, the WRG meeting schedule is irregular with the understanding that should an item require the WRG's consideration, a special meeting will be called by the Chair. A more regular monthly schedule is contemplated starting this fall now that the pace of the Project has increased.

(3) Waterfront Revitalization Protocol and TEDCO:

In addition to the above-noted reports before Council at its meeting of June 18, 19 and 20, 2002, Council considered a report dealing with the composition of the TEDCO Board of Directors and revisions to the TEDCO Shareholder Direction. In adopting the staff report, the Shareholder Direction now requires "TEDCO to comply with the Reporting and Communications Protocol for Waterfront Revitalization, as appropriate to the mandate of TEDCO as an arms length corporation, as long as it is consistent with the City of Toronto's emerging directions and objectives for the Waterfront..."

This protocol provides for the continuation of regular business by TEDCO with the proviso that it continue to liaise with the WRG, through the Secretariat, on matters impacting waterfront revitalization. This, in effect, reflects the system which has informally been established between TEDCO and Secretariat staff and which has been operating successfully.

As noted in the TEDCO report, future development activity in the Port Lands is likely to be implemented through the TWRC. The report anticipates that this will involve a gradually diminished role for TEDCO in the Central Waterfront as it broadens its scope to undertake business growth and job creation opportunities in other areas of the City. The current protocol should remain in effect until Council determines a phasing strategy for which City assets ought to be within the management of the TWRC and the resulting role of TEDCO under the new system. In the meantime, the Secretariat anticipates working in consultation with TEDCO and Economic Development staff on the development of a land management and business relocation strategy for the Port Lands.

(4) Status of Special Purpose Agencies and Authorities in the Central Waterfront:

At this point in time, no decision has been made regarding the status of individual special purpose agencies and authorities in the Central Waterfront including Exhibition Place. The role of individual agencies may be reviewed in the future after Council adopts a Secondary Plan for the Central Waterfront and begins consideration of the TWRC business strategy.

In the meantime, it is expected that special purpose agencies and authorities will continue their normal business and reporting processes. Only when an item arises that has an impact on the Waterfront Revitalization Project, does the Protocol require consultation with the Executive Lead for the Project through the Waterfront Project Secretariat. A referral of the matter to the Waterfront Reference Group for input, or alternatively, for information will be determined by the Executive Lead, in conjunction and consensus with the appropriate Committee Chairs and DABC staff. These individuals will balance the need for autonomy and timeliness of the DABC with the mandate of the Waterfront Reference Group and the degree of impact on the Project.

Conclusion:

The magnitude and importance of the Waterfront Revitalization initiative for Toronto warrants sound management of this Project within the Corporation. The Waterfront Reference Group, supported by the Waterfront Project Secretariat, fulfills this requirement.

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**The Policy and Finance Committee also submits the following communication (June 25, 2002) from the City Clerk:**

City Council at its meeting held on June 18, 19 and 20, 2002, had before it, Clause No. 17 contained in Report No. 10 of The Policy and Finance Committee, headed "Update on the Toronto Waterfront Revitalization Project Reporting and Communications Protocol".

Council struck out and referred this Clause back to the Policy and Finance Committee for further consideration, together with the following motion:

Moved by Councillor Moscoe:

"It is further recommended that:

- (1) as plans for the Waterfront proceed, the Commissioner of Urban Development Services be requested to prepare a one-page chart detailing reports that have been commissioned and their intended flow through the various departments, agencies, boards and commissions; and
  - (2) this chart be updated on a regular basis."
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(Clause No. 17 embodied in Report No. 10 of the Policy and Finance Committee, which was before the Council of the City of Toronto at its meeting held on June 18, 19 and 20, 2002 entitled, "Update on the Toronto Waterfront Revitalization Project Reporting and Communications Protocol")

(City Council on June 18, 19 and 20, 2002, struck out and referred this Clause back to the Policy and Finance Committee for further consideration, together with the following motion:

Moved by Councillor Moscoe:

"It is further recommended that:

- (1) as plans for the Waterfront proceed, the Commissioner of Urban Development Services be requested to prepare a one-page chart detailing reports that have been commissioned and their intended flow through the various departments, agencies, boards and commissions; and
- (2) this chart be updated on a regular basis."

The Policy and Finance Committee recommends the adoption of the Recommendation of the Waterfront Reference Group embodied in the communication (June 3, 2002) from the City Clerk.

The Policy and Finance Committee reports, for the information of Council, having requested the Chief Administrative Officer to submit a report directly to Council for its meeting scheduled to be held on June 18, 2002, respecting what items will be submitted to the Waterfront Reference Group and the reporting relationship of the Waterfront Reference Group to the Policy and Finance Committee and Council.

The Policy and Finance Committee submits the following communication (June 3, 2002) from the City Clerk:

Recommendation:

The Waterfront Reference Group recommends to the Policy and Finance Committee and Council the adoption of the joint report (May 27, 2002) from the Chief Administrative Officer and the Commissioner of Urban Development Services.

Background:

At its meeting on May 30, 2002, the Waterfront Reference Group gave consideration to a report (May 27, 2002) from the Chief Administrative Officer and the Commissioner of Urban Development Services formalizing the process through which departments, agencies, boards and commissions (DABC) are to comply with Council's Communications and Reporting Protocol for

Waterfront Revitalization and to communicate with the Toronto Waterfront Revitalization Corporation (TWRC) and Council on waterfront matters and recommending that:

- (1) this report be forwarded to the Policy and Finance Committee and Council for approval;
- (2) the Chief Administrative Officer and the Executive Lead for the Waterfront communicate to officials of all City DABCs the importance of complying with Council's Communications and Reporting Protocol for Waterfront Revitalization and clarify the process through which aspects of this Protocol are to be implemented;
- (3) all communications by representatives of City DABCs with representatives of the TWRC be coordinated through, and in conjunction with, the Waterfront Project Secretariat in Urban Development Services;
- (4) all DABC reports, communications and other information intended for Standing Committees or Council with a direct or indirect impact on Waterfront Revitalization be submitted through the Waterfront Reference Group; and
- (5) the appropriate City officials be authorized and directed to take the necessary actions to give effect thereto.

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(Joint Report dated May 27, 2002, addressed to the  
Waterfront Reference Group from the  
Chief Administrative Officer and the  
Commissioner of Urban Development Services)

Purpose:

To formalize the process through which Departments, Agencies, Boards and Commissions (DABC) are to comply with Council's Communications and Reporting Protocol for Waterfront Revitalization and to communicate with the Toronto Waterfront Revitalization Corporation (TWRC) and Council on waterfront matters.

Financial Implications and Impact Statement:

There are no financial implications resulting from the adoption of this report.

Recommendations:

It is recommended that:

- (1) this report be forwarded to the Policy and Finance Committee and Council for approval;
- (2) the Chief Administrative Officer and the Executive Lead for the Waterfront communicate to officials of all City DABCs the importance of complying with Council's



Communications and Reporting Protocol for Waterfront Revitalization and clarify the process through which aspects of this Protocol are to be implemented;

- (3) all communications by representatives of City DABCs with representatives of the TWRC be coordinated through, and in conjunction with, the Waterfront Project Secretariat in Urban Development Services;
- (4) all DABC reports, communications and other information intended for Standing Committees or Council with a direct or indirect impact on Waterfront Revitalization be submitted through the Waterfront Reference Group; and
- (5) the appropriate City officials be authorized and directed to take the necessary actions to give effect thereto.

Background:

At its meeting of May 30, 31, and June 1, 2001, Council established a Waterfront Reference Group comprised of Councillors. Reporting through the Policy and Finance Committee to Council, the Group has a unique mandate that includes:

- (1) addressing issues specifically of concern to Waterfront Revitalization initiatives;
- (2) assessing the impact of the TWRC plans on City interests;
- (3) reviewing the plans of the TWRC on Council's behalf and providing advice to Standing Committees of Council on directions and actions; and
- (4) reviewing project plans anticipated by City DABCs respecting waterfront issues to ensure their consistency with the overall direction of Waterfront Revitalization.

In October 2001, a communication was forwarded to senior City Officials in all DABCs from the Acting Chief Administrative Officer. This communication outlined an issues management and communications protocol for the Waterfront Revitalization Initiative that emphasized the importance of centrally coordinating all waterfront-related communications and activities through the City's Waterfront Project Secretariat in Urban Development Services.

At its meeting on February 13, 14 and 15, 2002, Council approved a report from the Commissioner of Urban Development Services that expanded the protocol and clarified the reporting relationship of DABCs to the Waterfront Reference Group. The Protocol, attached as Appendix "A", is intended to assist City officials with facilitation of this multi-disciplinary, multi-year initiative and to ensure an effective and coordinated use of municipal resources.

In March 2002, the interim TWRC occupied offices at 207 Queens Quay West, began the process of securing staff and retained the services of a Program Manager, a conglomerate of firms charged with undertaking due diligence on the four priority waterfront projects and assisting with preparation of the TWRC business strategy and development plan. The latter is expected to accompany the City's Central Waterfront Part II Plan to Council later this year.

With the TWRC now in place, this report formalizes the process through which the Communications and Reporting protocol is to be implemented by all City DABCs.

Discussion:

Activities of the TWRC have increased considerably over the past two months, as has media and community interest in these activities. Given this level of scrutiny, the sensitivity of on-going negotiations between the three government partners on issues that will impact the TWRC Business Strategy, and the continued efforts of both City and TWRC representatives to resolve issues related to the draft Central Waterfront Plan, it is critical that the City continue to employ a well-managed and centrally coordinated approach to all waterfront related activities at both the staff level, through the Waterfront Project Secretariat, and the political level, through the Waterfront Reference Group.

In addition to reminding officials of all City DABCs of Council's Communications and Reporting Protocol for Waterfront Revitalization, this report formalizes the process through which this Protocol is to be implemented. Specifically, it is recommended that all DABC reports, communications and other information with a direct or indirect impact on waterfront revitalization be submitted through the Waterfront Reference Group to the appropriate Standing Committee and Council. This process enables the Waterfront Reference Group to properly assess the impact of all waterfront-related activities and proposals on municipal resources and ensures consistency among the various revitalization initiatives and directions.

It is also recommended that all communications by representatives of DABC with officials of the TWRC be coordinated through and undertaken in conjunction with, the Waterfront Project Secretariat in Urban Development Services. As the public profile of the Waterfront Project has increased, so to has the number of project proposals for land uses and infrastructure development in the central waterfront area. The proponents of a number of these initiatives have explored them directly with a variety of City DABC. To ensure that the City's priorities are effectively and consistently communicated to the TWRC, that new initiatives proposed for the waterfront are viable and consistent with the anticipated Part II Plan and TWRC Business Strategy, and that public resources are put to the most effective use, it is critical that the Secretariat be the clearing house for all such proposals. This is also necessary if the Secretariat is to provide sufficient notice of relevant activities to government partners and the TWRC, as required by the Contribution Agreement.

It is anticipated that these protocols will be relaxed following Council approval of the TWRC business strategy and development plan, anticipated later in 2002. These documents will clarify project priorities and the phasing requirements of revitalization initiatives across the waterfront. In the meantime, the Waterfront Project Secretariat will continue to work cooperatively with all City DABCs in advancement of this important initiative.

Conclusion:

In adopting this report, City DABCs are assisting the Waterfront Reference Group in fulfilling its mandate to review any anticipated project plans respecting waterfront issues to ensure

consistency with the overall direction of waterfront revitalization and the effective, efficient and coordinated use of municipal resources.

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Appendix "A"

Toronto Waterfront Revitalization Reporting and Communications Protocol

- (1) All Departments, Agencies, Boards and Commissions (DABCs) provide the Waterfront Reference Group, through the Waterfront Project Secretariat, with at least two weeks advance notice of all communications, reports, contracts, activities or other initiatives that directly or indirectly impact waterfront revitalization.
- (2) All DABCs that manage or hold land or property in the area addressed by the Central Waterfront Part II Plan be required to report to the Waterfront Reference Group, through the Waterfront Project Secretariat, for approval of any lease renewals extending beyond a single year or of any proposed sales.
- (3) Similarly, the above DABCs are asked to report to the Waterfront Reference Group on any development proposals or directions that they are entertaining for their sites with a duration of more than one year.
- (4) All staff reports on Official Plan and Rezoning Applications in the area of the Central Waterfront address the extent to which the development proposals impact Waterfront Revitalization. For those applications which are deemed to have an effect, the Executive Lead for the Waterfront will forward the Staff Report from the Toronto East York Community Council the Waterfront Reference Group.
- (5) All public communications, events, and reports (including requests for proposals and requests for expressions of interest) directly or indirectly related to waterfront renewal be coordinated through the Waterfront Project Secretariat to ensure consistency with directions endorsed by the three levels of government and the TWRC for Waterfront Revitalization and the effective management of issues and resources.
- (6) Finally, the Commissioner of Urban Development Services as the Executive Lead for the Waterfront, or her designate, will review all communications resulting from implementation of this Protocol to determine if they are minor in nature and consistent with directions of the Central Waterfront Part II Plan and the Toronto Waterfront Revitalization Corporation and if a report is required to the Waterfront Reference Group.

Approved by Council at its meeting on February 13, 14 and 15, 2002, Clause No. 20, of Report No. 2 of The Policy and Finance Committee.

Councillor Ron Moeser, Scarborough East, appeared before the Policy and Finance Committee in connection with the foregoing matter.

(City Council on June 18, 19 and 20, 2002, had before it, during consideration of the foregoing Clause, the following joint report (June 10, 2002) from the Chief Administrative Officer and the Commissioner of Urban Development Services:

Purpose:

To clarify the process through which departments, agencies, boards and commissions (DABC) comply with Council's Communications and Reporting Protocol for Waterfront Revitalization.

Financial Implications and Impact Statement:

There are no financial implications resulting from the adoption of this report.

Recommendations:

It is recommended that this report be forwarded to Council for information.

Background:

At its meeting of May 30, 31 and June 1, 2001, Council established a Waterfront Reference Group. Reporting through the Policy and Finance Committee to Council, the Group, which is comprised of councillors, was mandated to:

- (1) address issues specifically of concern to Waterfront Revitalization initiatives;
- (2) assess the impact of the TWRC plans on City interests;
- (3) review the plans of the TWRC on Council's behalf and provide advice to Standing Committees of Council on directions and actions; and,
- (4) review project plans anticipated by City DABCs respecting waterfront issues to ensure their consistency with the overall direction of Waterfront Revitalization.

At its meeting on February 13, 14 and 15, 2002, Council approved a report from the Commissioner of Urban Development Services that outlined an issues management and communications protocol for the Waterfront Revitalization Initiative. The protocol emphasized the importance of centrally coordinating all waterfront-related communications and activities through the City's Waterfront Project Secretariat in Urban Development Services and the Waterfront Reference Group.

At its meeting on June 6, 2002, the Policy and Finance Committee had before it a joint report from the Chief Administrative Officer and the Commissioner of Urban Development Services formalizing the process through which Council's Communications and Reporting Protocol for the Waterfront is implemented by DABCs (Clause 17 of Report 10 of the Policy and Finance

Committee). Specifically, the report recommended that DABC reports, communications and other information impacting Waterfront Revitalization be submitted through the Waterfront Reference Group to the appropriate Standing Committee and Council and that communications by representatives of DABC with officials of the TWRC be undertaken in conjunction with the Waterfront Project Secretariat. These processes ensure that the City's interests and priorities are reflected and protected in all Waterfront Revitalization Initiatives and consistently communicated to both its government partners and the TWRC. The Committee received the report and requested that the Chief Administrative Officer report to the June 18, 2002 meeting of Council on the nature of items that are to be submitted to the Waterfront Reference Group and the reporting relationship of the Group to the Policy and Finance Committee and Council. This report is in response to this directive.

#### Discussion:

In establishing the Waterfront Reference Group, Council recognized the corporate-wide nature of the revitalization initiative in two important ways. First, it created the Group as a Committee of the Policy and Finance Committee and instructed it to report to Council through this Committee. Second, it created a membership for the Reference Group that include Councillors that represent each of the City's standing committees; those agencies, boards and commissions most impacted by the project, including the TTC and the Toronto and Region Conservation Authority; and other appropriate committees of Council, such as the Sustainability Round Table.

Most reports submitted to the Waterfront Reference Group address issues involving several DABCs. As a result, these reports proceed to Council through the Policy and Finance Committee. On occasion, however, it is anticipated the Group will consider reports that are pertinent to individual standing committees or that advise such committees on the impact of the Revitalization Initiative on programs and services for which they are specifically responsible. It is anticipated that these reports will proceed to Council through the appropriate Standing Committee.

The Mandate of the Waterfront Reference Group, which is attached as Appendix "A", is broad, requiring that it address the diversity of issues and initiatives that may arise in the context of Waterfront Revitalization and that it advise Standing Committees of Council on any action necessary to facilitate the development and implementation of the Waterfront Revitalization Project. Specific responsibilities include:

- (i) Hearing deputations and securing advice as needed in consideration of waterfront issues;
- (ii) Considering the perspectives of City DABCs and the public when assessing the impact of the TWRC's plans on City interests;
- (iii) Reviewing options for financing the City contribution to Waterfront Revitalization;
- (iv) Reviewing plans of the TWRC on Council's behalf; and

- (v) Reviewing any project plans anticipated by City DABC respecting waterfront issues to ensure consistency of planned projects with the overall direction established by the TWRC.

In the context of this mandate, in 2002, the Waterfront Reference Group will consider, among other things, the Central Waterfront Part II Plan and the TWRC Business and Development Strategy which will address issues related to the Gardiner Transportation Corridor, the Walks and Gardens Trust, the future of the Toronto City Centre Airport, and issues related to advancement of the four priority waterfront projects. Council's Communications and Reporting Protocol for the Waterfront formalizes the processes necessary for the Group to effectively address this mandate and to represent Council's interests and priorities in the Waterfront Revitalization Initiative.

Conclusion:

The Waterfront Reference Group is a Committee of the Policy and Finance Committee. The Group, which reports to Council through this Committee on most matters, has a mandate that includes advising Standing Committees of Council on any actions necessary to facilitate the development and implementation of the Revitalization Initiative, resolving concerns that may arise as a result of the Revitalization Initiative and ensuring the City's interests and priorities are recognized and effectively communicated. Council's Communications and Reporting Protocol for the Waterfront was developed to formalize the process through which the Waterfront Reference Group advises Council and liaises with the TWRC on this important Initiative.

As demonstrated in the past eight months of the Waterfront Reference Group's activities, implementation of this process in no way delays the work of the DABCs or of Council and its Committees. Both the Waterfront Project Secretariat and the Reference Group chair are committed to calling special meetings, in addition to those regularly scheduled, to expedite business, as needed.

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List of Attachments:

Appendix "A" – Terms of Reference, Mandate and Responsibilities of the Waterfront Reference Group.

## Appendix "A"

### Waterfront Reference Group Terms of Reference/Membership

#### Establishment:

Authority: Clause 1 of Report 7 of Policy and Finance Committee, titled "Governance Structure and Funding to Implement the Toronto Waterfront Revitalization Initiative", which was adopted, as amended, by City Council on May 30, 31 and June 1, 2001.

Council established a Waterfront Reference Group comprised of Members of Council to include representation from the Policy and Finance, Planning and Transportation, Economic Development and Parks, and Works Committees, as well as a Councillor sitting on the Sustainability Round Table, to be determined by the Round Table, a Member of Council who is a member of the Toronto Transit Commission and a Councillor representative of the Toronto and Region Conservation Authority, and the Mayor and the Chair of the Planning and Transportation Committee as ex-officio voting members, and the Waterfront Reference Group report to Council through the Policy and Finance Committee and be supported by the City Clerk, and further that:

- (a) the Waterfront Reference Group be appointed at the next meeting of City Council;
- (b) the City staff serving on the Intergovernmental Steering Committee report to the Waterfront Reference Group on progress, on a regular basis;
- (c) the Waterfront Reference Group meet quarterly with residents and businesses neighbouring the waterfront; and
- (d) the Waterfront Reference Group, being a Sub-committee of the Policy and Finance Committee, report in September 2001 on a plan for public input with respect to various waterfront projects;

(Note: This recommendation was subsequently amended by Council at its last meeting on June 26, 27 and 28, 2001, whereby Council increased the membership on the Waterfront Reference Group to include two Members at Large.)

#### Reporting Relationship:

The Waterfront Reference Group is a committee of Policy and Finance, and reports to Council through that Committee.

#### Composition and Membership:

Authority: Clause 3 of Report 6 of the Striking Committee, titled "Appointments to the Waterfront Reference Group", adopted, as amended, by City Council on June 26, 27 and 28, 2001.

Council established the Composition of the Waterfront Reference Group to be:

One representative from each of the following:

Policy and Finance Committee  
Planning and Transportation Committee  
Economic Development and Parks Committee  
Works Committee  
Toronto Transit Commission who is a Member of Council  
Toronto and Region Conservation Authority who is a Member of Council  
Councillor sitting the Sustainability Round Table, to be determined by the Round Table

The Mayor, as ex-officio  
The Chair of the Planning and Transportation Committee, as ex-officio  
Two Members-at-Large

The Membership for a term of office to expire on May 31, 2002, is:

#### Mandate/Responsibilities

- (1) to meet quarterly with residents and businesses neighbouring the waterfront;
- (2) to hear deputations and secure advice as it sees fit during consideration of waterfront issues;
- (3) to hear the perspectives of City departments, agencies, and corporations as well as the general public in order to fully assess the impact of the TWRC's plans on City interests;
- (4) to report in September 2001 to the Policy and Finance Committee on a plan for public input with respect to various waterfront projects;
- (5) to review the possibility of financing the City contribution through the provision of land rather than capital funds and be further requested to determine how to ensure that all facilities to be provided by fully accessible to persons with disabilities;
- (6) to deal with issues specifically of concern to the Waterfront Revitalization Initiatives;
- (7) to review the plans of the Toronto Waterfront Revitalization Corporation (TWRC) on Council's behalf;
- (8) to provide advice to Standing Committees of Council on what action may be necessary to facilitate the Waterfront Initiative and resolve any concerns that may arise; and
- (9) to review any project plans anticipated by City departments and agencies respecting waterfront issues to ensure consistency of planned projects with the overall direction established by the TWRC.

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The following Members of Council appeared before the Policy and Finance Committee in connection with the foregoing matter:

- Councillor Denzil Minnan-Wong, Don Valley East; and
- Councillor Joe Pantalone, Trinity-Spadina.