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CITY OF TORONTO EDITION

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FATE OF TEDCO

Report will reveal

By Amy Lazar

Senior city staff and employees of the **Toronto Economic Development Corporation** met behind closed doors last Thursday at the Holiday Inn to talk about the future of the arms-length corporation, *NRU* has learned.

What exactly was discussed at the meeting is in dispute.

"It was a private meeting," said TEDCO communications and public affairs director **Eva Varangu**.

"A mandate review was going on, along with other recommendations from various reports and studies, and we're working with the city, and we will continue to do so, until the report is finalized, which it's not."

Sources told *NRU* that the meeting was led by city manager **Shirley Hoy**, who resigns as of October 6, and the economic development advisor in the mayor's office, **Nick Lewis**.

Sources say TEDCO staff members were told that the corporation would be disbanded and that some positions with the city's newly-reorganized economic development, culture and tourism division would be open to applicants—but that there would not be jobs for everyone.

When asked if TEDCO employees were told to find new jobs at the meeting, Mayor **David Miller** told *NRU*, "that's not true."

"Council has directed Shirley Hoy to implement a restructuring of TEDCO, in addition the blue ribbon panel has recommended we review all of our real estate assets and determine ways to develop them more properly...and we'll be making an announcement when it's appropriate," Miller said.

TEDCO is a self-financing subsidiary of the city that was incorporated in 1986. Owning more than 500 acres of land, the corporation has focused on the redevelopment of brownfields and has brokered more than one million square feet of new proposed commercial, industrial and mixed-use projects.

On September 10, TEDCO president and CEO **Jeff Steiner** announced his intent to resign at the end of the

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SUCCESSION PLANNING

New city manager

Despite criticism that a recruitment search and an open competition should have been held, councillors voted in favour of appointing **Joe Pennachetti** to the city's manager position, replacing **Shirley Hoy** who resigns as of October 6.

The vote was 35-3 with councillors **Mike Del Grande**, **Chin Lee** and **Michael Walker** opposed. Earlier in the two-hour debate, Walker put forward a motion to strike down the recommendations and launch a recruitment search.

"It might end up with the recommendation the mayor makes, but it might not," he told his colleagues, Wednesday during the first day of council's meeting. His motion did not pass.

Mayor critic **Denzil Minnan-Wong** said he would like to know what Pennachetti's priorities are, what his vision is and if he has any ideas to move the city forward. Councillor **Karen Stintz** said the discussion should not be about Pennachetti, but about how a vote in favour of the mayor's recommendations is "accepting that we have a strong mayor system."

Councillor **John Filion** criticized some of the councillors for having a "short-term memory" and said the former mayor made the decision during the last city manager recruitment and that since the new city was created, this is the way it has worked but this time "it's completely out in the open."

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SEPTEMBER 29

Unleashing the Power of Affordable Housing: An International Forum, St. Lawrence Hall, 9:00 a.m. – 4:30 p.m. For more information call 416-397-4169.

OCTOBER 1

Global Public Affairs—New Deal for Cities: Urban Issues and the Federal Election, The National Club, 303 Bay Street, 7:30 a.m. – 9:45 a.m. Info and registration at www.globalpublic.com.

OCTOBER 6

Toronto Society of Architects: Health in the City, Arts and Letters Club, 14 Elm Street, 6:30 p.m.

Executive Committee, 9:30 a.m.

OCTOBER 7

Community Councils, 9:30 a.m.

OCTOBER 8

Waterfront Toronto Design Review Panel, Waterfront Toronto offices, 20 Bay Street, Suite 1310, Main Boardroom, 8:30 a.m. – 1:00 p.m.

OCTOBER 9

OPPI Toronto District: Healthy Communities, Planning & Public Health Event, Metro Hall, 6:30 p.m.

OCTOBER 10

Public Works & Infrastructure Committee, 9:30 a.m.

OCTOBER 14

Planning & Growth Management Committee, 9:30 a.m.

OCTOBER 15

Waterfront Toronto Board of Directors Meeting, Waterfront Toronto offices, 20 Bay Street, Suite 1310.

OCTOBER 16

Urban Land Institute—Marketing and Selling Condos in the GTA: Toronto's experts discuss the new realities, The Brant House, 1 Brant Street, 5:30 – 7:30 p.m. Registration and info at 1-800-321-5011 or <http://www.toronto.uli.org/events>.

STEPS FORWARD

Lessons learned abroad

To become a 21st Century city, Toronto needs to look at what major cities around the world are doing to intensify their cores, revitalize their waterfronts and improve transit, says **Metrolinx** board member and former Toronto chief planner **Paul Bedford**.

Planning tools and financial tools need to be better aligned and we need a federal government that helps meet both local and regional needs, Bedford said, adding that continuous investment in the public realm will yield significant positive results.

Speaking before the audience at Metro Hall yesterday as part of the **Canadian Urban Institute's** Roundtable Breakfast Series, Bedford asserted that tools such as a tax based on land value as opposed to the existing market value tax, inclusionary

zoning and minimum height by-laws can help Toronto address these issues. Having returned from a quick round-the-world trip, Bedford praised London, Hong Kong and Sydney for the ways in which they have addressed development, transit and waterfronts.

Calling Hong Kong “a place of

exceptional energy,” Bedford highlighted the city's approach to transit development in a city where “land is precious.” Harbour infill and the leasing of public land for development surrounding transit stations mean that 15 to 20 per cent of all transit revenue is from land capture value.

Additionally, an integrated transit system, with a public subway and privately-owned bus and ferry systems, provides 90 per cent of all trips made



Sydney Monorail



London tram



Hong Kong waterfront

I WAS STRUCK BY HOW THESE PLACES CAN FOCUS AND SIMPLIFY BIG PROBLEMS.

• Paul Bedford

in the city of seven million residents living on an area roughly one third that of Toronto.

Such an approach to transit-oriented development means that the mass transit railway has produced 72,000-residential units and almost 800,000-sq.m. of commercial space.

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Rising Brownies

GREEN PROFITS

Employment lands saved

By Jeffrey Steiner and Hon Lu

In anticipation of the 2008 Canadian Urban Institute Brownie Awards ceremony and gala dinner on October 23, NRU presents a series of articles about past Brownie winners.

2006 Brownie Award winner for implementation and process—Canpar Distribution Facility.

The Toronto Economic Development Corporation redeveloped 40 acres of land formerly home to a metal manufacturing facility in South Etobicoke. The site now acts as a package distribution centre for Canpar. It is the first city-owned building in Toronto to achieve LEED certification.

If and when the project was completed? If not, why? If it took much longer than originally anticipated, why?



Courtesy of TEDCO

▲ **The Canpar site before redevelopment.**

The project was completed on time and on budget. TEDCO bought the land from Ivaco in June 2004. Following environmental assessments it was determined that the property was contaminated and contained levels of VOCs and PCBs. Environmental remediation of the property began in December 2004. The design and construction of the new \$15-million Canpar Distribution Facility was completed in January 2006.

July 11, 2006, TEDCO received confirmation from the Canada Green Building Council (CaGBC) that the Canpar Distribution Facility had been officially designated with LEED Certified Status as per LEED Canada standards. Overall, TEDCO managed to develop the site in keeping with its original schedule while achieving corporate financial and investment goals and objectives.

What proved to be the key implementation challenges?

One of the unique development challenges on the site was the infrastructure remaining from the former manufacturing facilities. All former building slabs, foundations and underground structures had to be demolished and were recycled for use in the redevelopment of the site.

Another challenge that TEDCO faced in the implementation of this project was co-ordination of the various regulatory and local planning organizations. The co-ordination of various permits and approvals ultimately threatened the overall development schedule, however these obstacles were avoided and the project was completed successfully on time and on budget.

What, if any surprises did you encounter in implementing this project?

The original analysis assumed that the site could not be remediated to generic criteria; which had to be risk assessed first, but upon the retention of Jacques Whitford, and peer review by DCS; TEDCO managed to remediate fully the Canpar portion of the site to meet industrial/commercial cri-



Courtesy of TEDCO

▲ **After TEDCO's redevelopment.**

teria that resulted in no environmental control measures inside the building. The eventual filing of a record of site con-

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Rising Brownies continued from page 3

dition allowed TEDCO the confidence to sell the finished facility to a pension fund at a profit to TEDCO.

How did the project impact the community in the short- and long-term? Did it bring about changes? If so, what were they and why did they occur?

In June 2004, TEDCO acquired the 40-acre Ivaco brownfield site in south Etobicoke formerly owned and operated by Arrowhead Metals and Anaconda Brass. The brownfield site had been vacant for over 15 years providing an excellent opportunity to preserve employment lands and accommodate commercial and industrial tenants within the City of Toronto.

One of the additional benefits resulting from the redevelopment of vacant or underutilized properties is growth in the city's assessment base. The acquisition and redevelopment of this former vacant brownfield site has created an estimated 700 per cent increase in tax revenue collected by the city. The new facility has also contributed to the South Etobicoke community by creating new jobs and new related business opportunities. TEDCO continues to deliver both economic and environmental benefits to the City of Toronto and to the community.

Is there anything that you would do differently if you were to be involved in another brownfield development?

No. This was a good and very efficient case study; which was efficiently implemented and resulted in a redeveloped site

that met Ministry of Environment standards.

In keeping with TEDCO's corporate objective to support sustainable development, TEDCO incorporated sustainable design and construction elements into the facility. For example, rainwater is collected for non-drinkable use in washrooms and for landscape irrigation; rooftop heat recovery units are used rather than traditional exhaust fans to capture waste heat; 25 per cent of pre-existing concrete was reused in the construction phase and 95 per cent of construction waste was diverted.

What did you learn from this experience? What would you pass on to other brownfield developers?

One unique aspect of the remediation program involved construction of a permeable reactive barrier wall around a portion of the site perimeter. The barrier provides for ongoing treatment of any potential contaminated groundwater. TEDCO believes in supporting and applying new technologies when undergoing remediation efforts.

What would you pass along to government as regulators of brownfield development?

Any further amendments to legislation that enhances certainty and reduces risk for end-user investors will help accelerate more brownfield redevelopments. Secondly, this case study proves that you can achieve "green goals" while still making a profit.

Jeffrey Steiner is President and CEO of TEDCO and Hon Lu is TEDCO's manager of urban environmental services. **NRU**

Lessons abroad continued from page 2

Sydney's transit system includes 302 stations and two-level subway cars, despite only carrying 900,000 riders a day. Bedford pointed out that new tram lines are installed flush with the street and not in a dedicated right of way, which could result in debates similar to those surrounding the St. Clair Avenue streetcar.

Sydney's waterfront developments have been mid-rise for the most part, as has much intensification outside of the downtown core. The city taxes property based on land value, which encourages intensification and results in "little surface parking."

Bedford noted that in London, many transit projects are realized quicker than in Toronto, giving one example of "a simple tram, like we have on King Street." Room for vehicle traffic is reduced to a single lane in either direction.

"They had to say 'Sorry, one lane of traffic is disappear-

ing for streetcars,'" Bedford said. "No endless debate." They spend "more time doing rather than talking."

"I was struck by how these places can focus and simplify big problems." **NRU**



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City in Brief

University centre

York University and TD Bank Financial Group unveiled a new accessible centre for community engagement in the heart of the Black Creek community. The York University-TD Community Engagement Centre is a facility that will allow faculty, students and community members to participate in research and

learning experiences. It is located on the second floor of the Yorkgate Mall at Finch Avenue west and Jane Street. TD Financial Group donated \$1 million.

Complete cleanup of propane explosion site

The city has finished its cleanup of the propane explosion site on Murray Road and the surrounding Downsview neighbourhood and the Ontario Fire

Marshal has turned the site back over to the property owner. Operation of Sunrise Propane has been suspended by the regulatory body, the Technical Standards and Safety Authority and the Murray Road property owner is terminating its lease with the propane distributor.

The city contracted a cleanup crew to work on 580 properties. Propane cylinders and other tanks of pressurized gases on site were drained as a

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TEDCO continued from page 1

year. During an interview with *NRU* that week, Steiner said the board of directors and staff were expecting a report and recommendations to come out of the corporation's mandate review within a few weeks. The mandate review was a

suggestion in the mayor's blue ribbon panel report and a priority action in the *Agenda for Prosperity*.

The corporation is strategically aligned with the city's economic development division, its website states. The city's economic development, culture and tourism division recently underwent a re-organization and the general manager position remains vacant. **NRU**

City manager continued from page 1

Councillor Gloria Lindsay Luby called it "succession planning" and said council should not complain about having a deputy city manager and CFO who wants to step into the city manager role.

In his opening comments, Mayor David Miller addressed the concern about not holding a competition for the position.

WHAT WE NEED IN THIS COUNCIL...IS A SEAMLESS TRANSITION. THERE IS NO ONE ELSE WHO HAS LED SO MUCH OF THE CITY OF TORONTO...I HAVE VERY CAREFULLY THOUGHT THROUGH THIS ISSUE.

• David Miller

"What we need in this council...is a seamless transition," he said. "There is no one else who has led so much of the City of Toronto...I have very carefully thought through this issue."

Pennachetti joined the city in 2002 and has worked in the municipal public service for more than 32 years. He previously worked as the treasurer and commissioner of finance for the regions of Peel and York and in the finance departments of Durham Region and the City of Edmonton.

Toronto's treasurer, Cam Weldon will move into the deputy city manager and CFO role until a recruitment process is complete. **NRU**

REGISTER NOW:

The Planning Program at the University of Toronto is pleased to announce the launch of a new professional development program, 'Leading Change in Cities: Skills for Planners'. The program is geared to practicing planners seeking to upgrade or develop skills in specialized fields of planning, while also developing the skills in leadership and management necessary to make change happen. The University of Toronto is partnering with the Ontario Professional Planners Institute in this initiative.

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Council round up

Studies funded under Section 37

Council approved an official plan amendment allowing the use of *Section 37* funds for heritage conservation district studies—when a development project is within or close to districts mapped out by city staff and Ryerson University students. The list of 96-potential heritage conservation districts includes explanations of each district's history and attributes and corresponding maps.

Before the amendment, policy required that *Section 37* funds be put toward capital facilities, not studies. At the last planning and growth management committee meeting, councillors received a package of letters from the **Building Industry and Land Development Association** informing of its members' opposition to the amendment. "The use of *Section 37* monies to fund studies also runs contrary to their intended use as per the *Planning Act*," one of the letters states.

In council chambers yesterday, some councillors disagreed. Councillor **Paula Fletcher** called it "a great day for heritage and for conserving heritage" and said while it is easy to find funds for heritage plaques, it is not easy to find funds to study large areas to determine whether or not they should be designated as historically significant.

Fort York revitalization

The revitalization of Fort York got the nod from council. Projects include a competition to design a new visitor orientation centre, restoration of the War of 1812 buildings and the 18-hectare grounds as well as construction of the Fort



York pedestrian bridge from north of the lakeshore rail corridor to Fort York and the waterfront. The city will spend \$8 million, which will be added to other sources of funding from the province, the federal government and private sector fundraising. The first phase of projects is expected to begin in June 2012.

Tower Renewal approved

Council voted in favour of the tower renewal project, which includes setting up an office with three or four seconded

staff in the city manager's office by November. The project involves a series of concrete tower buildings in the city and retrofitting them so they will be more energy efficient. Four sites have been selected for a pilot phase of the project, with one in each community council district. A site strategy for each of the four pilot sites will be developed by March 2009.

Guild go-ahead

Without question or debate, council granted the COO **Bruce Bowers** to undertake negotiations with **Centennial College** and the **Toronto Region and Conservation Authority** about the rehabilitation and development of Scarborough's Guild Inn. The last development proposal for the Guild fell through last year in spite of a city commitment to invest \$7.5 million through the culture budget. The college is proposing to move its culture and heritage institute executive offices to the site and partner with a developer to build a boutique hotel and conference centre. **NRU**

York University, Faculty of Environmental Studies FACULTY APPOINTMENTS

The following positions, to commence July 1, 2009, are subject to final budgetary approval. For complete position descriptions and application details, see www.yorku.ca/acadjobs. Information about the Faculty of Environmental Studies is available at www.yorku.ca/fes. Successful candidates must demonstrate experience or potential in research and teaching, and be able to contribute to both the undergraduate and graduate programs in the Faculty.

Urban Sustainability and Transportation Planning

Applications are invited for a tenure-track position at the Assistant Professor level in Urban Sustainability and Transportation Planning. Candidates should have expertise in the planning and design of sustainable transportation systems, including transportation demand management and the integration of land-use and transportation planning, as well as alternative approaches to transportation. Candidates should have a broad interdisciplinary approach that examines the sustainability of urban communities in an integrated manner. The deadline for receipt of completed applications is **October 31, 2008**.

Urban and Regional Planning

Applications are invited for a 3-year contractually limited appointment at the Assistant Professor level in Urban and Regional Planning. Candidates should have expertise in urban and regional planning, and take an interdisciplinary and critical approach to planning and urban problems. The deadline for receipt of completed applications is **November 21, 2008**.

York University is an Affirmative Action Employer. The Affirmative Action Program can be found on York's web site at www.yorku.ca/acadjobs or a copy can be obtained by calling the affirmative action office at **416.736.5713**. All qualified candidates are encouraged to apply; however, Canadian citizens and permanent residents will be given priority. For the contractually limited term position only, temporary entry for citizens of the U.S.A. and Mexico may apply per the provisions of the North American Free Trade Agreement (NAFTA).

Toronto OMB News

Queen East live/work conversion approved

In a decision issued September 19, board member **John Aker** approved the settlement of appeals by **940412 Ontario Ltd.** and **572550 Ontario Ltd.** against failure of the city to enact official plan and zoning by-law amendments to permit conversion of existing buildings at **53-67 Saulter Street**, southeast of Broadview Avenue and Queen Street East.

The appellants proposed to re-designate the lands from employment area and convert existing industrial buildings to create six live/work units. The **Canadian National Railway Company** owns property and railway tracks nearby.

The board was informed that a settlement had been reached among the appellants, the city and CNR. **Peter Reed (Urban Strategies)** provided planning evidence in support of the settlement.

The board approved the settlement, amending the official plan and zoning by-law, but withheld its order until advised that the city had approved the appellants' site plan.

Solicitor **Jason Park (Fraser Milner)** represented 940412 Ontario Ltd. and 572550 Ontario Ltd. Solicitor **Ray Kallio** represented the **City of Toronto**. Solicitor **Michael Hackl (Papazian Heisey)** represented the Canadian National Railway Company. (*See OMB Case No. PL060907.*)



Corner of Queen St. and Broadview

Downtown rooming house debate

In a decision issued September 15, board member **Chris Conti** dismissed an appeal by **Lilya Shayten** against a decision of the committee of adjustment to refuse an application for a minor variance to permit interior renovations to

an existing row house located at **34 Dundonald Street**, southeast of Yonge Street and Bloor Street.

Shayten applied for a variance to increase the permitted gross floor area from 1.0 times the lot area to 1.39 times the lot area for the expansion of an interior second-floor balcony that has already been built. The city has an outstanding compliance order for the property with regard to the work, which was conducted without a permit.

The city appeared at the hearing to oppose Shayten only in the event that she proposed to use the residence as a rooming house. Shayten testified that that was not her intent and that she has three tenants, as permitted for row houses under the zoning by-law. The committee of adjustment application stated that a rooming house would be established, which was the reason for the initial refusal, however Shayten did not intend to do so.

Ms. Westaway, an adjacent resident, testified that more than three individuals live at 34 Dundonald Street, noting that there are seven doorbells at the front door. Westaway also testified that two previous applications by Shayten to convert the building into a rooming house were denied by the committee of adjustment. Westaway said that replacing living room space with potential rooms for tenants is unnecessary if the building only houses three tenants.

Though no professional expert evidence was proffered

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New Deal for Cities Revisited: Urban Issues and the Federal Election

Wednesday October 1, 2008

Registration & Breakfast – 7:30 am

Briefing – 8:00 am to 9:45 am

The National Club • 303 Bay Street, Toronto, Ontario

With Keynote Speaker

The Honourable Jim Watson

Minister of Municipal Affairs and Housing, Ontario

with

Alan Broadbent

Chairman of the Maytree Foundation, Chairman and CEO of the AvanaCapital Corporation, author of *Urban Nation*

Lucas Marshall

Senior Research Manager, Public Affairs, AngusReidStrategies

Philip Preville

Toronto Life Magazine, Contributing Editor

On the eve of the federal election debates, Global Public Affairs seeks to focus the political spotlight on the question: What direction should Canada's 40th parliament take on urban issues?

Registration Fee: \$149 per person plus GST.

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www.globalpublic.com



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Toronto OMB News continued from page 7

by any of the parties and participants, Westaway's and Shayten's testimonies raised concerns for the board.

"[Shayten] did not provide clear information with regard to the locations of the bedrooms of her three tenants and regarding the need for seven doorbells," the board stated in its decision. "One would expect that, if, as she contends, she resides in the house with only three tenants, she would know exactly where they sleep. The responses simply raised

doubts about her contention that only three tenants reside in the dwelling and gives credibility to Ms. Westaway's observation that more than three tenants reside there and Ms. Shayten does not."

The board dismissed the appeal, stating that it "is concerned that authorization of this variance may lead to use of the property as a rooming house, if that is not the current use."

Solicitor **R. Garbee** represented Lilya Shayten. Solicitor **Mark Crawford** represented the **City of Toronto**. (See *OMB Case No. PL080026*.) **NRU**

City in Brief continued from page 5

safety precaution and environmental consultants tested the air quality for asbestos with satisfactory results. The city intends to recover the cost of the cleanup from Sunrise Propane and the property owner. As well, a review of the city's zoning by-law is underway and staff is looking into regulations that relate to propane use and storage.

Federal agenda

In the run up to next month's federal election, the mayors of Canada's two largest cities want to hear how party leaders intend to strengthen city regions. Montréal Mayor **Gérald Tremblay** and Toronto Mayor **David Miller** were joined by the president of the **Federation of Canadian Municipalities**

and Mayor of Sherbrooke, Quebec, **Jean Perrault**, and Kitchener Mayor **Carl Zehr**, who is also the chair of FCM's big city mayors' caucus for a meeting earlier this week in Montreal.

Local governments are responsible for more than 50 per cent of the country's public infrastructure, but receive just eight cents of every tax dollar collected in Canada, a press release by the association states.

Canadian cities do not have the fiscal tools that are required to make new investments, said Tremblay.

Calling homelessness, traffic gridlock, crowded buses and overstretched police departments symptoms of national issues, Miller said the problems are "too big...to be solved on the back of property tax payers" and require national attention.

Park renamed Mirvish

The Bathurst Street subway parkette was officially renamed the Ed and Anne Mirvish Parkette earlier this week. A large plaque was unveiled during a presentation at the park and Anne Mirvish and Ed Mirvish's son, David, accepted smaller plaques in recognition of the family's contribution to the city.

HOK on Humber hospital team

The **Humber River Regional Hospital** has chosen **HOK Architects** to develop the planning, design and compliance components for the redevelopment of the facility. HOK will develop a master plan for the site and the key documents required to set out the guidelines for the project. The new hospital will be located at Keele Street and Wilson Avenue. **NRU**

City People

Fiona Crean has been appointed Toronto's first ombudsperson. Formerly assistant deputy minister of organizational effectiveness in the provincial community safety and correctional services ministry, she was also the first ombudsperson and human rights director to be

named at York University. Crean also held the position as executive director in the Ontario ombudsman's office. Her post with the city begins on November 17. She will receive, resolve and investigate public complaints and the service is accessible to all residents.

Artist **Jenny Henderson** has been named the Lynn Donoghue artist in residence at the Spadina Museum. Her work often reflects architecture and building details and visitors can watch her work on Sundays between noon and 5 p.m. Henderson will be in residence until

November 2 and the work generated over the six weeks will be displayed until January. The residency is named after artist and portraitist Lynn Donoghue, who was a member of the museum and strong supporter of Toronto's historic homes.