



## Draft Queens Quay Working Group Terms of Reference

### **1. Introduction**

Waterfront Toronto is embarking on the implementation process for the transformation and revitalization of Queens Quay. It is envisioned that Queens Quay will become a pedestrian-friendly, waterfront boulevard- the main spine of the Central Waterfront community.

The vision for Queens Quay came out of an international design competition that Waterfront Toronto held in 2006. A team led by West 8+DTAH submitted the winning plan for revitalizing the Central Waterfront, which calls for the development of a distinct and recognizable identity for the area. The plan has a strong focus on public realm improvements, such as new wavedecks at the foot of major waterfront streets; a continuous water's edge promenade and boardwalk; and the transformation of Queens Quay into a signature waterfront boulevard.

As part of the revitalization process of Queens Quay, Waterfront Toronto and the City of Toronto led the Queens Quay Revitalization Municipal Class Environmental Assessment, which was completed in April 2010. Today, Waterfront Toronto is transitioning from planning to detailed design and implementation of a revitalized Queens Quay.

An essential part of the implementation process will be effective communication and consultation with members of the public and other stakeholders. One of the planned activities in meeting this goal is to establish a Queens Quay Working Group (Working Group). The role of the Working Group is to provide an ongoing forum for dialogue between stakeholders and the project team throughout the detailed design and planning for construction phases of the project. The Working Group membership will be comprised of representatives from interested and locally affected stakeholder organizations.

### **2. Mandate**

The mandate of the Queens Quay Working Group is to liaise between interested stakeholder groups and the Waterfront Toronto Project Team, and to provide input to the Project Team on specific issues related to the detailed design and planning for construction phases of the project. The Project Team consists of representatives from Waterfront Toronto and the Central Waterfront consultant team. Specifically, the Working Group members will:

- **Act as a sounding board** for the Project Team to share and discuss ideas;

- **Provide input to the Project Team**, including the development of potential solutions to any challenges, with respect to issues related to detailed design and planning for construction as identified by Waterfront Toronto. Issues for discussion may include streetscape design, traffic planning, signage and wayfinding, among other details;
- **Act as the liaison** between Waterfront Toronto and their respected group, committee or organization;
- **Receive updates** from Waterfront Toronto and **share this information** with their respective groups, committees or organizations;
- **Report back to the Working Group** with respect to the ideas, concerns and suggestions of their respective groups, committees or organizations;

Working Group members are guided by these Terms of Reference and participate on the Working Group at the pleasure of Waterfront Toronto.

The Working Group is intended to provide a multi-stakeholder forum for discussion of specific local issues and topics during the detailed design and planning for construction phases of the project. It is not intended to address specific property ownership issues or concerns. Consultation with landowners will be undertaken separately by the Project Team.

### 3. Membership

The Queens Quay Working Group membership will be composed of representatives from interested and locally affected local stakeholder organizations. Members will be identified from the following five “sectors”:

1. **Non-residential landowners:** representatives from neighbouring office and other non-residential buildings, such as property managers.
2. **Community at-large:** representatives who are involved in heritage and culture or other public interest community associations.
3. **Businesses:** representatives who have an economic or business interest in the Central Waterfront, including small businesses, industry and tourism/hospitality sector within the Precinct.
4. **Residents:** representatives from the neighbourhood association or members of condominium boards in the community.
5. **User groups:** representatives from recreational and active transportation groups and organizations that host large-scale festivals (i.e. cycling, transit, pedestrian and festivals).

The Working Group will be composed of approximately 20 participants. Members will be selected based on experience, knowledge of the relevant issues and/or representation of a committee, group or sector. Consultants or other third party advisors may not participate on behalf of one of the above sectors. In selecting members, Waterfront Toronto will aim to establish an appropriate balance of representation

from the sectors indicated above. It is important to note that Waterfront Toronto welcomes applications from those who have not participated in previous Waterfront Toronto initiatives and/or consultation processes in general.

The following are the key terms and conditions of Working Group membership:

- a. Membership is voluntary and open to representatives of interested and affected stakeholder organizations.
- b. Members will have a demonstrated interest or expertise in at least one of the areas listed above.
- c. Members are willing to commit to participate on the Working Group throughout the duration of the detailed design and planning for construction phases of Queens Quay (approximately 12 meetings over a 12-month period).
- d. Members agree to attend as many Working Group meetings as possible, and to try to identify and brief an alternate from their organization in the event that attendance is not possible.
- e. In order to operate effectively, it is important that the Working Group represents a balance of stakeholders and remains at a reasonable size. Attendance at Working Group meetings will therefore be open to members only, except in instances where a Working Group member is unable to attend a meeting and an alternate attendee is appointed in advance of meetings.
- f. Members agree to report back to their respective committee, group or sector with respect to the ideas discussed at Working Group meetings.
- g. Members will share comments and feedback from their respective committee, group or sector with Waterfront Toronto.
- h. Members understand, accept and agree to abide by these Terms of Reference.

#### **4. Term of Membership**

Membership in the Queens Quay Working Group is for the duration of the detailed design and planning for construction phases of Queens Quay revitalization, which is approximately a 12-month time period. Working Group members are strongly encouraged to attend each meeting to ensure consistency, but may send an alternate to meetings in the event of unavoidable schedule conflicts.

It is important to note that there may be an opportunity for members of the Working Group to apply or be elected to join the Construction Liaison Committee, a group of local stakeholders who will liaise between Waterfront Toronto and local stakeholders and user groups, and will provide the project team with input during the construction phase of the Queens Quay implementation process. The membership and precise responsibilities of the Construction Liaison Committee will be discussed with the Working Group. However, Waterfront Toronto will be responsible for establishing the structure and format of the Committee.

## 5. Decision Making

The Queens Quay Working Group is not responsible for making decisions regarding the vision and objectives for Queens Quay nor other Central Waterfront initiatives; this is the responsibility of Waterfront Toronto. The Working Group will provide input into local matters that require detailed discussion, input, feedback and regular communication.

The Working Group will operate using a consensus-based approach, where members seek general agreement on advice and recommendations to the Project Team. A consensus based approach is one where participants openly discuss ideas, perspectives and viewpoints and seek to develop common understanding. If consensus is not achieved, differing perspectives and viewpoints will be recorded and noted in the Working Group meeting minutes and notes. Voting will not be utilized.

## 6. Roles and Responsibilities

The Working Group reports its recommendations to Waterfront Toronto and the Project Team on specific local matters. The following are the roles and responsibilities for each:

### **Queens Quay Working Group Members**

Working Group members will:

- Contribute to the preparation of meeting agendas based on information circulated by Waterfront Toronto.
- Advise the Project Team of their organization's/group's/committee's perspectives relating to this project;
- Provide feedback and perspectives on issues, proposals and reports tabled by the Project Team, Working Group members, or others;
- Help the Working Group operate effectively by offering suggestions and alternatives to local issues, concerns and problems;
- Attempt to anticipate potential problems and offer options for resolving them;
- Communicate Working Group discussions back to members' organizations, groups or committees;
- Review all relevant project materials and provide feedback, advice and perspectives;
- Attend the Working Group meetings whenever possible, and appoint and brief an alternate if unable to attend;
- Chair Working Group meetings and assist in the preparation of meeting agenda and schedules for subsequent meetings; and,
- Review the results of Working Group discussions to ensure the meetings are accurately recorded in the meeting records, or in additional reports that members may determine are needed.

### **Project Team Members**

Project Team members represent Waterfront Toronto and the Central Waterfront consultant team. They will:

- Prepare and circulate two-month project outlook summaries to Working Group members, to assist in the setting of agenda items;
- Contribute to the preparation of meeting agendas based on issues that are relevant to the project schedule;
- Strive to provide accurate, understandable information to Working Group members, such that they can contribute informed advice and recommendations;
- Help the Working Group function effectively by providing information, and offering suggestions and alternatives to issues, concerns and problems being discussed;
- Ensure that appropriate Project Team representatives (or other resource people) are present at discussions on specific issues or components of the process;
- Listen carefully to the advice and perspectives of members, record the comments received, and report on how feedback has been addressed; and,
- Provide material for review in advance of Working Group meetings, where relevant.

### **Secretariat**

Waterfront Toronto will provide secretariat services for Working Group meetings. These services will include:

- Organizing Working Group meetings
- Distributing meeting notices and materials
- Development of meeting agendas in consultation with the Project Team and the Working Group.
- Working Group contact list management
- Record keeping and preparation of minutes for Working Group meetings.

The point of contact for all Working Group correspondence is:

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Toronto, ON M5J 2N8  
Website: [www.waterfrontoronto.ca/qqconsultation](http://www.waterfrontoronto.ca/qqconsultation)

## **7. Queens Quay Working Group Work Plan**

The Project Team has planned to meet with the Working Group monthly over a 12-month period. Several of these meetings may be planned as workshops, which may require additional time for optional site visits, followed by detailed working sessions.

The Working Group will provide input and advice throughout the detailed design and planning for construction phases of the revitalization of Queens Quay. Potential issues and topics explored at the Working Group meetings and working sessions could include:

- Queens Quay Working Group Terms of Reference and work plan
- Accessibility
- Streetscape design
- Furnishing siting
- Wayfinding/signage
- Traffic planning
- Energy demand
- Phasing
- Bus management strategy
- Construction Liaison Committee scope and Terms of Reference

In addition to the Queens Quay Working Group meetings, members of the Working Group are encouraged to attend Community Update Meetings that will be convened as part of Waterfront Toronto's public engagement process for the Central Waterfront.

## **8. Meeting Management, Agendas and Reporting**

The following procedures will be used in convening meetings of the Working Group:

- Meetings will be scheduled at the outset of the Working Group process, and subject to confirmation based on the project schedule. Waterfront Toronto may convene additional meetings, or postpone scheduled meetings at the request of the Project Team or members of the Working Group, upon approval from the Project Team and Working Group.
- Meetings will generally be held in the evening (approximately 2 hours in length).
- A Working Group member will chair the meeting on a rotation; each member should chair a maximum of 3 meetings each.
- The Working Group will suggest items for inclusion in meeting agendas, based on the project outlook circulated by Waterfront Toronto. The Project Team will finalize meeting agendas and coordinate accompanying materials; the agenda will be distributed to Working Group members at least one week in advance of each meeting.
- Agendas and presentations may also be posted on the Queens Quay Working Group webpage [www.waterfronttoronto.ca/qqconsultation](http://www.waterfronttoronto.ca/qqconsultation)

- Working Group members will be consulted on agenda items for future meetings at the conclusion of each Working Group meeting.
- The Project Team will prepare draft and final minutes from Working Group meetings. Action items will be reported in the minutes of each meeting. Meeting minutes will be prepared within 10 business days of each meeting for review and finalization by the Working Group. Upon inception, the Working Group will discuss and determine whether meeting minutes will be made available to the general public.
- Working Group meetings will generally take place at Waterfront Toronto's office at 20 Bay Street, Suite 1310. However, some meetings may include site visits, for which Working Group members will meet at a specific location along Queens Quay. To the extent possible, meeting locations will be accessible by public transit.
- Working Group members will also receive project information made available to the general public and be invited to attend public forums.

## **9. Advisors and Experts**

The Queens Quay Working Group may wish to invite or request additional advisors or experts to attend at various points during the detailed design or planning for construction phases of the project. Waterfront Toronto will consider each invitation request; however each request will be subject to timing, availability and budget considerations.

## **10. Resources**

Waterfront Toronto will provide the resources needed to support operation of the Working Group, including secretarial support; meeting venue; and meeting materials and supplies.

## **11. Reporting Relationship**

The Working Group is acting in an advisory capacity to the Project Team, and is not responsible for the decisions made by the Project Team or Waterfront Toronto Board of Directors or City Council. By participating as members of the Working Group, members are not expected to waive their rights to participate in the democratic process, and may continue to avail themselves of participation opportunities through other channels.

## **12. Protocols for Queens Quay Working Group Members**

Waterfront Toronto is privileged to have engaged Stakeholders on all of our projects. Queens Quay Working Group membership, its roles and responsibilities should be taken seriously.

Waterfront Toronto aims to foster an environment of openness and inclusiveness, where members and participants can express their opinions and perspectives freely. While acknowledging that the role of Working Group members is to liaise with their organizations and provide feedback, Working Group members are asked to respect a level of discretion and not disclose the proceedings of meetings to the media, lobby government officials, or promote speculation about the project.