

**Consolidated Clause in Administration Committee Report 8, which was considered by City Council on October 26, 27, 28 and 31, 2005.**

**2**

**Terms of Reference - Union Station  
Revitalization Public Advisory Group  
(Ward 28 - Toronto Centre-Rosedale)**

*City Council on October 26, 27, 28 and 31, 2005, adopted this Clause without amendment.*

---

**The Administration Committee recommends that City Council adopt the staff recommendations in the Recommendations Section of the report (September 27, 2005) from the Deputy City Manager and Chief Financial Officer.**

Purpose:

This report proposes a revised membership structure and Terms of Reference for the Union Station Revitalization Public Advisory Group established to provide community input and advice on the revitalization of Union Station.

Financial Implications and Impact Statement:

The Union Station Revitalization Public Advisory Group (USRPAG) will require administrative support. Until a decision is made on the governance structure for Union Station, these services can continue to be provided by City staff in Facilities and Real Estate with the assistance of City Planning. A small budget for expenses (not to exceed \$10,000) can be allocated out of revenues received from Union Station operations. Funds to cover these expenses are currently available in Account No. FA 1948.

Recommendations:

It is recommended that City Council:

- (1) approve the revised Terms of Reference for the Union Station Revitalization Public Advisory Group, including a revised membership structure as outlined in Attachment 1;
- (2) approve the allocation of up to \$10,000 out of Union Station revenues for expenses related to the group's operations;

- (3) authorize the Union Station Revitalization Public Advisory Committee to seek new members up to a maximum of 21 citizen members, subject to the final approval of City Council; and
- (4) authorize and direct the appropriate City officials to take any necessary actions to give effect thereto.

### Background

At the November 5, 2002 meeting, Administration Committee established a Union Station “Councillor Reference Group” comprising Councillors Holyday, Ashton and Sutherland. The Councillor Reference Group was established to assist staff to “expeditiously formulate a public consultation and public input process that optimizes public involvement in reviewing all aspects of the concept design, including transportation components and heritage strategy for the restoration and revitalization of Union Station”. The Toronto Preservation Board currently provides Council with input and advice for all heritage aspects of the Union Station proposal and will continue this role throughout the revitalization process.

The Councillor Reference Group determined that it would be beneficial to involve members from the community that have an interest in the restoration and revitalization of Union Station. Subsequently an ad-hoc public advisory group, comprising a wide-range of stakeholders, was formed under the umbrella of the Councillor Reference Group to assist in advising City Council and its Committees on the revitalization initiative. Members were selected by invitation, representing neighbourhood groups and those individuals who had previously expressed an interest in a consultative review process for this initiative.

The ad-hoc public advisory group initially met on three occasions during January 2003. At its first meeting, members expressed a desire to formalize the group, with a committee structure similar to others currently operating on various other City initiatives and issues. Subsequently, City Council at its meeting of February 4, 5, and 6, 2003 adopted Administration Committee Report 14, Clause 1a, recommending that the Union Station Revitalization Public Advisory Group continue to provide public input as part of the ongoing review process for the revitalization of Union Station and be formalized as part of the governance structure. At its meeting of July 22, 23 and 24, 2003 City Council also directed that the Union Station Revitalization Public Advisory Group remain in place for the duration of the lease with the Union Pearson Group and continue to be fully involved in the revitalization of Union Station.

### Discussion

The Union Station Revitalization Public Advisory Group (USRPAG) has continued to meet to review matters related to the Union Station revitalization. At its meeting held February 9, 2005 it approved draft revised Terms of Reference including a permanent membership structure.

The mandate of the USRPAG will be to:

- (a) provide community input and advice to City staff, the Administration Committee and City Council on the Union Station revitalization including transportation elements, design components, improvements to the public realm and public benefits; and
- (b) assist in the planning for the restoration and revitalization of Union Station.

To this end the Union Station Revitalization Public Advisory Group will:

- (1) advise and comment on City of Toronto initiatives, including the development of policies and programs for Union Station that meet community aspirations and needs and maximize the station's potential as a public asset;
- (2) review and comment on operating standards, procedures and policies to accommodate existing and projected passenger volumes and flows;
- (3) participate in the planning process and comment on planned changes to Union Station, including capital works, way finding and other design components;
- (4) comment on proposed uses at Union Station, including the availability of public space for public uses; and
- (5) promote and facilitate community and political support for the restoration and revitalization of Union Station to its fullest potential.

To formalize the establishment and structure of the USRPAG, the attached Terms of Reference should be approved by City Council. Until such time as the governance structure for Union Station has been finalized, the USRPAG will continue with administrative support from staff of Facilities and Real Estate with assistance from other City Divisions as required including City Planning. A small budget is recommended (not to exceed \$10,000) to be funded out of Union Station revenues to cover incidental expenses. Once the governance structure for Union Station is finalized the Committee will report to and be supported by that governance body.

The USRPAG will for the most part, respond to information and analysis tabled at regular meetings similar to other advisory groups struck by the City. If this report is adopted, a recruitment effort will be undertaken by the current members to increase the membership in accordance with the membership structure and criteria included as Schedules 1 and 2 to the Terms of Reference. A new protocol (Schedule 4) has also been developed to liaise with other City advisory groups that may have an interest in the Union Station revitalization.

The newly recruited members approved by the USRPAG, along with those members currently participating on the USRPAG who have expressed interest in continuing as members will be confirmed as members of the USRPAG until the next round of advisory group appointments occurs.

#### Conclusion:

The USRPAG fulfills an important public advisory role in the revitalization of Union Station but has been operating on an ad hoc basis. The terms of reference incorporating a new membership structure and criteria and liaison protocol as developed and approved by the USRPAG should be approved by City Council.

#### Contact:

Name: Patricia Simpson  
Project Co-ordinator  
Union Station RFP  
Telephone: 416-392-8057  
Fax: 416-392-3848  
E-mail: psimpson@toronto.ca

## Attachment 1

### Union Station Revitalization Public Advisory Group

#### Terms of Reference

February 9th, 2005

(1) Mandate:

The mandate of the Union Station Revitalization Public Advisory Group is to:

- (1) Provide community input and advice to City staff, the Administration Committee and City Council on the Union Station revitalization including transportation elements, design components, improvements to the public realm and public benefits;
- (2) Assist in the planning for the restoration and revitalization of Union Station.

To this end the Union Station Revitalization Public Advisory Group will:

- (1) Advise and comment on City of Toronto initiatives, including the development of policies and programs for Union Station that meet community aspirations and needs and maximize the station's potential as a public asset;
- (2) Review and comment on operating standards, procedures and policies to accommodate existing and projected passenger volumes and flows;
- (3) Participate in the planning process and comment on planned changes to Union Station, including capital works, wayfinding and other design components;
- (4) Comment on proposed uses at Union Station, including the availability of public space for public uses; and
- (5) Promote and facilitate community and political support for the restoration and revitalization of Union Station to its fullest potential.

Toronto City Council receives input and advice on all heritage aspects of the Union Station revitalization from the Toronto Preservation Board, and will continue to consult with the Preservation Board on these matters.

The Union Station Revitalization Public Advisory Group will provide input and advice on heritage interpretation, public education and outreach.

(2) Membership/Participation:

A maximum of 24 members (as described in Schedule 1: Membership Structure) comprising:

- (1) three (3) members of Toronto City Council, including the local ward Councillor; and

- (2) up to 21 citizen members, including Members-at-Large and representatives from the following sectors:
  - (a) transportation
  - (b) community/neighbourhood
  - (c) business
  - (d) tourism
  - (e) heritage
- (3) All members must meet the criteria established by the Union Station Revitalization Public Advisory Group (see Schedule 3: Membership Criteria.).
- (4) All members are subject to approval by Toronto City Council
- (5) Members will elect a chair and a vice-chair from the citizen membership.
- (6) Members may strike working groups as required to address particular issues, with the approval of Toronto City Council. Members of working groups must be members of the Union Station Revitalization Public Advisory Group (City of Toronto By-law 27-108-B).
- (7) No compensation shall be made to members of the Union Station Revitalization Public Advisory Group for their participation.
- (3) Term:

Members shall be appointed for a three-year term or for the balance of the current term if a member is appointed to replace a retiring or departed member. Membership and terms of reference shall be reviewed every three years.

- (4) Meetings:

Meetings of the Union Station Revitalization Public Advisory Group will be held every other month, or at the call of the Chair or a majority of members. Unless stated otherwise, the conduct of the Group's meetings and business will be in accordance with the Simplified Procedures for Advisory Bodies adopted by Council September 28, 29 and 30 and October 1, 2004, by Policy and Finance Committee Report 7, Clause 34.

All meetings will be open to the public. Meeting notices, agendas and minutes will be posted on the City of Toronto web site.

- (5) Reporting:

The Union Station Revitalization Public Advisory Group may comment on any City of Toronto staff reports to the Administration Committee pertaining to Union Station. As may be required the Union Station Revitalization Public Advisory Group may comment or make presentations to any City committee, board or other agency, upon motion by the Union Station Revitalization Public Advisory Group members.

(6) Staff Resources:

City staff resources from the following City Divisions will be allocated as required to attend meetings and assist the Union Station Revitalization Public Advisory Group:

- City Planning
- Transportation Services
- Facilities and Real Estate
- Economic Development

An advisor from each of the rail/transit agencies -- namely GO Transit, the Toronto Transit Commission and VIA Rail -- will be invited as required to assist the Union Station Revitalization Public Advisory Group in its endeavours.

(7) Other:

The Union Station Revitalization Public Advisory Group will operate under a sunset clause in its current capacity. The Union Station Governance Structure is intended to incorporate a continuing role for the Union Station Revitalization Public Advisory Group for the duration of the Station Lease. The Union Station Revitalization Public Advisory Group will continue to be fully involved in the revitalization of Union Station and retain the authority to report to City Council through the Administration Committee.

Schedule 1

Membership Structure

(1) Membership Detail

Sectors	Minimum/Target Membership	Examples Of Types Of Nominating Organizations
Transportation (Pedestrian, Cycling, Transit, Sustainable transportation)	Min: 2 Target: 2 – 4	<ul style="list-style-type: none"> <li>- Transport 2000</li> <li>- Rocket Riders</li> <li>- Pedestrian groups</li> </ul>
Community / Neighbourhood (Resident, ratepayer and similar associations operating within the area generally bounded by Bathurst St., the Don River, Queen St. and Lake Ontario)	Min: 1 Target: 2 – 4	<ul style="list-style-type: none"> <li>- St. Lawrence Neighbourhood Association</li> <li>- South East Downtown Economic Revitalization Initiative (SEDERI)</li> <li>- Harbourfront Community Association</li> </ul>

Sectors	Minimum/Target Membership	Examples Of Types Of Nominating Organizations
Business (Business associations operating within the area bounded by Bathurst St., the Don River, Queen St. and Lake Ontario, or with an overall city-wide mandate)	Min: 1 Target: 2 – 4	- Toronto Board of Trade - St. Lawrence Market Neighbourhood BIA - Downtown Office Towers (PATH)
Heritage	Min: 1 Target: 2 – 4	- Toronto Railway Historical Association - Architectural Conservancy of Ontario - Toronto Society of Architects
Tourism	Min: 1 Target: 2 – 4	- Travellers' Aid - Tourism Toronto
Members-at-Large	Min: 2 Target: 3 – 6	
Councillors	Maximum: 3 Must include Ward councillor	
Not to Exceed 21 citizen members plus 3 councillors		

(2) Quorum:

- One-half of citizen membership

(3) Nominations and Appointments

- Individuals may apply to be Members-at-Large by contacting the Chair of the Union Station Revitalization Public Advisory Group.
- Organizations that meet the membership criteria outlined in Schedule 3, and who belong to the sectors noted above, may nominate individuals to be members of the Union Station Revitalization Public Advisory Group, by contacting the Chair.
- Members of other City advisory groups or sub-committees may apply to be Members-at-Large of the Union Station Revitalization Public Advisory Group.
- All appointments of citizen members to the Union Station Revitalization Public Advisory Group are subject to the approval of City Council.

## Schedule 2

### Current Members

- A revised list of nominations for membership in the Union Station Revitalization Public Advisory Group will be developed by the Membership Working Group.
- This list will be presented to the Union Station Revitalization Public Advisory Group for review and discussion.
- Subsequently this list will be presented to City Council for approval.

---

## Schedule 3

### Membership Criteria

- (1) Citizen members will be selected for the Union Station Revitalization Public Advisory Group according to the following criteria:
  - Be committed to advancing the mandate of the Union Station Revitalization Public Advisory Group;
  - Have relevant knowledge, experience and skills;
  - Have interest in the broad range of issues involved in the revitalization process;
  - Respect and agree to the procedures by which the Union Station Revitalization Public Advisory Group works (such as those denoted in the City of Toronto's Simplified Procedures for Advisory Bodies);
  - Be able to attend and actively participate in meetings on a regular basis as per the City of Toronto's Simplified Procedures for Advisory Bodies;
  - Be willing to participate in committee work as needed.
- (2) Organizations seeking to nominate one of their members, or an individual designated by them, to the Union Station Revitalization Public Advisory Group must:
  - Support the aims of the Union Station Revitalization Public Advisory Group;
  - Must be among the sectors designated in Schedule 1: Membership Structure;
  - Have a mandate that is relevant to and compatible with that of the Union Station Revitalization Public Advisory Group;
  - Be voluntary, independent, self-governing bodies;

- Have a formal organizational structure and reporting procedure, and meet regularly;
- Make available a statement of its aims, objectives and methods of working;
- Nominate an individual who meets the membership criteria established by the Union Station Revitalization Public Advisory Group (Schedule 3); and
- Accept that once their nominated individual is accepted for membership that s/he will serve for the Union Station Revitalization Public Advisory Group's current term or remainder thereof.

---

#### Schedule 4

##### Protocol for Liaising with Other City Advisory Groups

The Union Station Revitalization Public Advisory Group will liaise with other City advisory bodies or sub-committees with mandates that are relevant to the revitalization of Union Station by:

- (1) Inviting relevant groups to select a member to act as a liaison with the Union Station Revitalization Public Advisory Group;
- (2) Sending notices of meetings, agendas and minutes to the liaison person, and to the group's secretary, chair, vice chair and/or co-chairs;
- (3) Referring matters for discussion and comment to other advisory bodies or sub-committees;
- (4) Receiving submissions and deputations from other advisory bodies or sub-committees;
- (5) Inviting liaison persons to participate in discussions relevant to their mandate;
- (6) Considering requests from other advisory bodies or sub-committees to have items placed on a meeting agenda of Union Station Revitalization Public Advisory Group;
- (7) Attending meetings of other advisory bodies or sub-committees when invited;
- (8) Requesting reports on agenda items relevant to the work of the Union Station Revitalization Public Advisory Group that are dealt with by other advisory groups; and
- (9) Convening special joint meetings when appropriate;

(10) Liaison process

- The Union Station Revitalization Public Advisory Group will invite City of Toronto advisory bodies or sub-committees that may have an interest in the revitalization of Union Station to identify and, by motion, select a liaison person to attend Union Station Revitalization Public Advisory Group meetings as may be required.
- Once a City of Toronto advisory body or sub-committee has selected its liaison, the advisory body's Chair or Co-Chairs will submit a letter to the Chair of the Union Station Revitalization Public Advisory Group, identifying the liaison person.
- All designated liaisons will report back to their advisory body or sub-committee on relevant matters.
- Designated liaisons from City of Toronto advisory bodies or sub-committees will not be voting members of the Union Station Revitalization Public Advisory Group;
- All liaison activities between City advisory groups will be conducted in accordance with the principles contained in the Simplified Procedures for Advisory Bodies adopted by Council September 28, 29 and 30 and October 1, 2004, by Policy and Finance Committee Report 7, Clause 34.

---

The Administration Committee also considered a communication (October 6, 2005) from Helen Riley, Co-Chair, Toronto Pedestrian Committee.

The following persons addressed the Administration Committee:

- Helen Riley, Co-Chair, Toronto Pedestrian Committee; and
- Janice Etter, Chair, Union Station Revitalization Group.