

A Governance Model for Nathan Phillips Square Governance

Date:	October 19, 2009
To:	Executive Committee
From:	City Manager
Wards:	ALL
Reference Number:	

SUMMARY

This report transmits the report of the Nathan Phillips Square Revitalization Public Advisory Group (NPSRPAG) that recommends a governance framework to manage Nathan Phillips Square, in recognition of the strategic importance of the Square as the City government's front door and to enhance the programming opportunities and coordinate improved quality standards once the Square is revitalized. This staff report provides the administrative recommendations to implement the NPSRPAG proposal. It is recommended that the citizen advisory committee be reconstituted immediately and that a Nathan Phillips Square management function be assembled during the revitalization phase starting in 2010.

RECOMMENDATIONS

The City Manager recommends that City Council:

- (1) endorse the concepts presented in the proposed governance framework for the effective management and renewal of Nathan Phillips Square described in the report from the Nathan Phillips Square Revitalization Public Advisory Group, Attachment 1;
- (2) reconstitute the NPSRPAG as the Nathan Phillips Square Community Advisory Committee, comprised of 15 members and adopt Attachment 2 as the Terms of Reference for the Committee;
- (3) amend the Public Appointments Policy to incorporate Nathan Phillips Square Community Advisory Committee along with other City-wide, Council-appointed committees using information from Attachment 2 regarding term, composition, qualifications, and an open, advertised selection process including diversity objectives;

- (4) appoint the current members of the NPSRPAG to the new Nathan Phillips Square Community Advisory Committee and direct the City Clerk and the Civic Appointments Committee to begin the recruitment process for the additional members of the Committee; and
- (5) direct staff to review the by-laws governing Nathan Phillips Square, with a view to enabling implementation of the vision for revitalization, effective management and future programming of the Square.

Financial Impact

There will be a minor advertising cost to recruit new members of the Nathan Phillips Square Community Advisory Committee. Funding is available in the 2009 Approved Operating Budget for the City Clerk's Office for this purpose. A number of options will be pursued for staffing the Nathan Phillips Square management function in the Cultural Services Section of the Economic Development, Culture and Tourism Division. The functions will be phased in over a number of years during the revitalization process. The goal is that any incremental costs will be either re-allocated from other existing program budgets and/or off-set by additional revenues, with no or minimal net costs to the City. A business case will be presented in the budget process to justify any revenue and cost increases for 2010 and beyond.

The Deputy City Manager and Chief Financial Officer has reviewed this report and agrees with the financial impact information.

Equity Impact Statement

Recruitment of additional Toronto residents to the Nathan Phillips Square Community Advisory Committee will allow for broader representation and community engagement. Recruitment to this Committee will comply with the equity and diversity objectives of the City's Public Appointments Policy governing appointments to City Agencies, Boards, Commissions and Corporations and Special Purpose Bodies, as extended by Council, at its meeting of June 23 and 24, 2008, to citizen recruitment for advisory committees.

DECISION HISTORY

City Council adopted recommendations in the staff report *Framework for Nathan Phillips Square Design Competition and Capital Funding for Project Implementation, and Establishment of the Nathan Phillips Square Revitalization Public Advisory Group (NPSRPAG)* in consolidated clause in Administration Committee Report 1 at its meeting of January 31, February 1 and 2, 2006. The NPSRPAG was established on an interim basis to advise on management of the Square, serve as a resource during the design competition and implementation, and assist in developing the long term governance structure to ensure the proper maintenance, operation, programming and sustainable funding for the Square.

The City Manager's Office worked with the NPSRPAG in a number of workshops with the Committee and also conducted interviews and workshops with City staff who play a part in either maintaining or programming the Square. The NPSRPAG has concluded its review of the governance structure using all of this information and has submitted the report attached to this staff report recommending a governance model for future management of the Square. This staff report provides the administrative recommendations to implement the conceptual framework proposed by the NPSRPAG.

COMMENTS

1. Nathan Phillips Square as a Strategic Civic Asset

Nathan Phillips Square is viewed locally and internationally as the "heart" of the City, a gateway to Toronto and the front door of City Hall. It is seen throughout the world in all Toronto promotional material, across Canada on numerous television shows, and is enjoyed by Toronto residents, tourists, business people, and event promoters as a meeting place for both leisure and active uses. The revitalization will provide even better programming opportunities and animate the Square even further. The Square is being designed with the intent of providing an international destination for tourists, a showcase for Toronto's culture and economy through commercial and cultural events, a multi-purpose social gathering space, and a demonstration of the City's environmental commitment.

It is therefore critical that this enhanced asset, which will become a much more complex programming and maintenance operation in the future, be protected through a sound governance structure.

As recommended by the Competition Jury in its report of May 24, 2007, by the NPSRPAG, and by various City divisions contributing to the report considered by Council in February, 2006, the City must maintain its commitment to the Square by establishing an appropriate governance and management structure necessary to maintain consistent and high standards of operations, design, maintenance, and programming.

2. Governance Review

In recognition of the need for an effective governance and organizational structure to manage an increasingly complex operation for a revitalized Nathan Phillips Square, the NPSRPAG and the City Manager's Office, in collaboration with the Facilities and Real Estate project team, Economic Development, Culture and Tourism, and other City partners, undertook a comprehensive review. The details of the resulting proposed governance framework are contained in the NPSRPAG report, Attachment 1 to this report.

Currently the Square is managed in a decentralized manner. Various City divisions have responsibility for parts of the maintenance and operation of the Square and many divisions are involved with the planning and operation of events. For instance, Parks Forestry and Recreation manages the gardens and skating rink, Special Events registers bookings, Facilities and Real

Estate maintains the infrastructure and provides custodial services, etc. Each division sets its own standards, budgets for the coming year, and does its best to provide the services necessary amid competing demands for their services in other areas. This approach ensures that each service provider is highly skilled in their specific area of expertise, are effectively trained, and individual service standards are consistent across the City. However, there are some downsides to this approach (identified in Section 3 of the NPSRPAG report) which will be exacerbated with the revitalized Square.

The NPSRPAG concluded that the best governance model would have the following characteristics:

- one clear, central authority that is empowered to plan and direct all aspects of the Square
- one coordination point for all decentralized service providers, both internal and external
- proactive, innovative, integrated programming set out in a strategic plan to ensure the Square is managed as a whole program
- enhanced standards for maintenance and repair, beautification, and service standards
- a public advisory committee to ensure the new higher standards are upheld
- a protected and sustainable funding structure

The NPSRPAG reviewed a number of alternatives including the current decentralized model, an internal highly centralized model of operations, a local board model, a contracted services model and various hybrids. These models were assessed against the above principles and objectives and the NPSRPAG is recommending a governance framework with the following components:

- (a) a Nathan Phillips Square management function centralized in the Cultural Services Section of Economic Development, Culture and Tourism, to coordinate the strategy, marketing, programming, operations, maintenance, and event development and management;
- (b) retaining the decentralized service model that uses the expertise of various City divisions and external service providers to deliver specific services for the Square as agreed between the NPS Manager and the service providers; and
- (c) a restructured Community Advisory Committee to provide the diverse perspectives necessary to advise the NPS Manager and bring innovative ideas to the table.

3. Implementation

Once Council adopts the Terms of Reference and amends the Public Appointments Policy, the process of recruitment of the additional members of the advisory committee can begin. It is proposed that the recruitment process be conducted in accordance with the Public Appointments Policy. A combination of procedures will be used such as: retention of current membership of the NPSRPAG, advertised recruitment for at-large community members, and interest group nominations, as set out in the Terms of Reference for the NPS Community Advisory Committee, Attachment 2. These will be submitted to the Civic Appointments Committee and Council for appointment of members.

The proposed Nathan Phillips Square management function will be phased in while the revitalization occurs, subject to submission of a business case through the budget review process for any changes in revenues and costs of the Square.

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SIGNATURE

Joseph P. Pennachetti
City Manager

ATTACHMENTS:

Attachment 1: Recommended Governance Model for Nathan Phillips Square - Report from the
Nathan Phillips Square Revitalization Public Advisory Group
Attachment 2: Nathan Phillips Square Community Advisory Committee Terms of Reference

RECOMMENDED GOVERNANCE MODEL FOR NATHAN PHILLIPS SQUARE

Report from the Nathan Phillips Square Revitalization Public Advisory Group

1) PURPOSE

Restoring and renewing Nathan Phillips Square as Toronto's premier civic space is a high priority for City Council, evidenced by a major infusion of capital funding to revitalize the Square, both physically and programmatically. Because of the level of investment and the degree of public interest, it is critical that a comprehensive governance structure be put in place to ensure dynamic input into the implementation of the revitalization initiative, programming principles and sustained operational standards for the revitalized Square.

At its meeting of February 1 and 2, 2006, Council approved the recommendations of the Administration Committee to establish the current Nathan Phillips Square Revitalization Advisory Group (NPSRPAG) to provide interim stewardship pending the establishment of a management board or a "committee of stewards", to advise on the ongoing management of the Square, on the effective implementation of the winning design for revitalization of the Square, and to provide a forum in which interested parties can keep abreast of developments related to the current renewal of the Square.

Appointment of a "committee of stewards" was endorsed by the former Roundtable on a Beautiful City, "to review and provide advice on the ongoing maintenance and activities on Nathan Phillips Square, with a view to restoring its dignity and providing ongoing stewardship."

The NPSRPAG now submits this report for transmittal to Council on the result of the governance review and the proposed governance framework for the future of Nathan Phillips Square. The recommendations have been developed in collaboration with the City Manager's Office, Facilities and Real Estate Division and other key City divisional stakeholders. The proposed NPS governance structure is detailed later in this report.

2) REVIEW PROCESS

The governance review was undertaken by the NPSRPAG, guided and supported by the City Manager's Office (CMO). The process began with a governance overview of the wide range of structures that the City now employs to deliver services including direct delivery, contracted services, use of advisory committees, local board models, and corporations. It also included a discussion of special operating agencies, a model that the City does not currently use but may be a viable option for future consideration.

The following steps were included in the process:

- (a) The NPSRPAG convened a governance subgroup, comprised of 3 members of the NPSRPAG supported by City staff, to structure a discussion on governance and develop a

workshop for the NPSRPAG designed to review critical issues and propose alternative approaches.

- (b) The NPSPAG as a whole participated in a workshop with CMO and other City staff. The result was the finalization of a vision for future management and long-term sustainability of NPS and development of key objectives and principles to guide the unbiased development of a governance framework, a broad range of options for a governance structure, and critical success factors.
- (c) Facilities and Real Estate (F&RE) staff provided an overview of how the Square is currently managed, indicating the role of a wide range of City divisions. Staff were unable to detail the costs for each activity because the budget for the Square is contained within budgets for a broad range of facilities and activities.
- (d) CMO collaborated with key City divisions that are partners in the operation and programming of the Square to determine current issues and “who does what” analysis. These stakeholders included: the Senior Staff Steering Committee; Facilities and Real Estate; Parks, Forestry and Recreation; Cultural Services of Economic Development, Culture and Tourism; Protocol Services of the City Clerk’s Office; Financial Planning; Toronto Office of Partnerships; and City Planning Division. An internal stakeholders' workshop with all divisions that are involved in Nathan Phillips Square operations was held in October, 2008.
- (e) The NPSRPAG considered all of the material collected and supported a proposed model, requesting that staff put details around how this model could be implemented and requesting that staff consult with appropriate stakeholders.
- (f) CMO held briefings with senior management, City Manager, political staff and Councillors on findings of the review, the range of options for a governance structure, and recommendations.
- (g) The NPSRPAG met in September 2009 to finalize the proposal and review the details of the structure.
- (h) CMO further consulted with F&RE and City partners and developed the Terms of Reference for the NPS Community Advisory Committee.

3) GOVERNANCE REVIEW FINDINGS: CURRENT AND FUTURE ISSUES

Through this governance review, several issues were identified that need to be addressed by a new governance model:

- (a) There is currently no one, authorized divisional function at the City to make critical and strategic decisions about Nathan Phillips Square current and long-term operations, programming, and management.

- (b) Many City divisions are responsible for various aspects of maintenance and event management for the Square. There is no overall coordinator. Sometimes operations interfere with events or services are not provided at the right time (e.g. garbage pickup after events, plantings at inconvenient times, unclear snow removal responsibilities, construction schedules not communicated to events planners and users, and no overall vision for the appearance and utility of the Square).
- (c) Users of the Square must contact, obtain permits and sign different agreements with many different divisions to pull an event together; there is no one window. Internal staff co-operate with each other as needed rather than by requirement.
- (d) The current by-law governing the Square prohibits charging for special events and services for profit-driven events or recovering costs for special services. Unexpected costs are absorbed within divisional budgets.
- (e) The City is generally reactive in holding events rather than planning and promoting desirable events. If the City has an interest in ensuring that the Square holds events that are appropriate for the front door of the City government, then a more planned approach is preferred.
- (f) The total budget for operations is contained within several City divisional budgets and it is impossible to determine total costs and resources. These limited budgets for the Square have to compete with other divisional priorities.
- (g) Funding in the past has not always been adequate enough to maintain the Square to the highest quality standards.
- (g) Each division sets its own standards for level of service and maintenance. To ensure the revitalized Square is maintained on a consistent basis, the standards must be set according to the long term vision for the Square.
- (h) The greatest challenge and risk is that the City is currently implementing the Square's revitalization, which will require skilled, strategic management to deliver on the design, innovative programming and operational vision for the Square in the short-term and in the future.

4) OBJECTIVES AND PRINCIPLES

The following critical objectives and principles formulated by the NPSRPAG are the cornerstone of the recommendations on the appropriate governance structure for the Square:

- (a) Establish one clear, central authority that is empowered to manage all aspects of Nathan Phillips Square such as: strategic planning, "curator" for the Square, marketing, programming, events coordination, permitting, contracting, and maintenance. Such a

management function would be kept within the City’s administrative structure because NPS, as Council’s “front door”, is intrinsically linked to the City’s image;

- (b) Improve internal coordination of multiple City functions affecting Nathan Phillips Square, structured in such a way that allows the NPS Manager, while responsible overall for NPS operations, to conduct integrated service management for the Square through agreements and contracts with internal and external suppliers, service providers and partners for the Square;
- (c) Enhance civic engagement by seeking community and stakeholder input via an external advisory body to ensure the new, higher operational standards are upheld.
- (d) Provide a protected, sustained and innovative funding structure (capital and operating) while protecting the civic nature of the Square;
- (e) Provide proactive, innovative, integrated programming, set out in a comprehensive strategic plan to ensure the Square is managed as a whole: programs, events coordination, renewal, maintenance and services;
- (f) Establish enhanced standards for maintenance and repair, capital improvements and beautification, supplier and service provider service levels, and City operations affecting NPS.

The Internal Stakeholders’ Workshop endorsed these objectives and principles and the governance principles. City Staff participating in the Workshop also strongly recommended that the City clarify roles and responsibilities among City partners, establish “one owner” for NPS affairs (synchronized maintenance, events management, financial management and prioritization of usage), and establish a protocol for effective communication among NPS management, users and service providers.

5) RECOMMENDATIONS OF THE NATHAN PHILLIPS SQUARE REVITALIZATION PUBLIC ADVISORY GROUP

The NPSRPAG strongly recommends a central function to manage the Square within the City administration. The consensus view is that public engagement should be continued through a reconstituted, community advisory committee to provide advisory support to the Square’s management, provide knowledgeable and diverse perspectives on the affairs of the Square, and provide an independent encouragement to maintain the high quality standards envisioned during implementation of the NPS revitalization project.

Critical issues and opportunities for improvement were consistently identified by both the NPSRPAG and internal stakeholders’ for future operations of the Square, including the need for:

- One overall strategic business management function: an “NPS Manager”

- Centralized decision-making authority for strategy, events, operations, maintenance, capital improvements, program innovation and coordination which will provide:
 - a “Curator” for the Square
 - increased civic engagement through an advisory body
 - protected, sustained, innovative funding structure: capital and operating
 - proactive, innovative programming reflective of the revitalized Square
 - high operating and service standards
 - ability to charge for certain events or services under specific circumstances
 - organizational capacity to support the above objectives, including a coordination point for divisions that continue to provide services.

6) PROPOSED GOVERNANCE STRUCTURE

Through the governance review process, City staff and the NPSRPAG considered various governance models, such as:

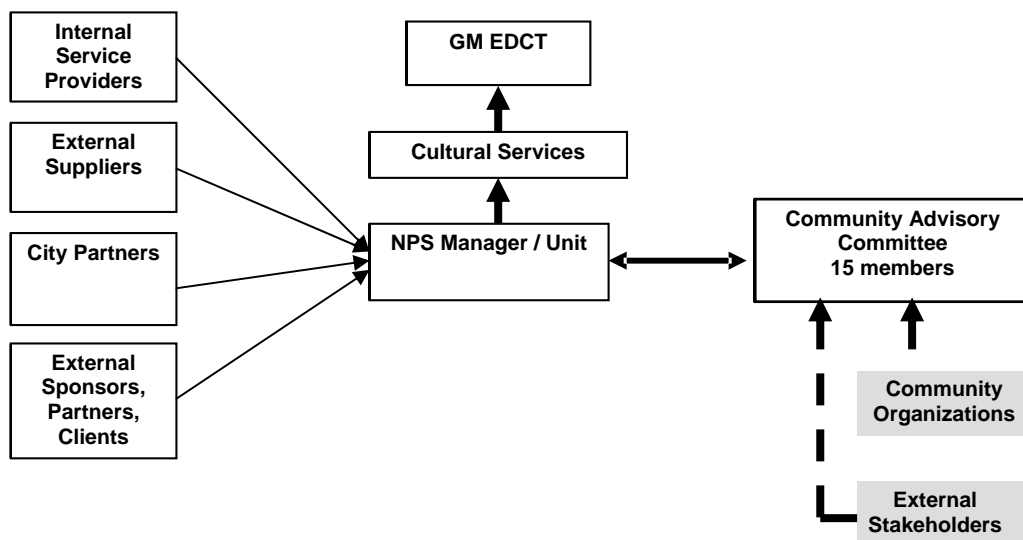
Option 1: Status quo slightly modified to include service level agreements to improve service quality and coordination

Option 2: “NPS Manager” within a division, augmented by a Community Advisory Committee

Option 3: A City agency run by a Board of Management

The City Manager’s Office obtained consensus to proceed with Option 2 as the governance structure, (a new “NPS Manager” function plus a reconstituted advisory committee), which fits the strategic objectives identified by Council, internal stakeholders and the NPSRPAG, and is seen as an appropriate management approach for the City’s “front door”. It was also recommended that emphasis be placed on programming the Square in innovative ways, seeking sponsorship partners to develop desirable events, and ensuring that the Square continues to be an animated destination for residents, tourists, and signature events.

NPS Recommended Governance Model



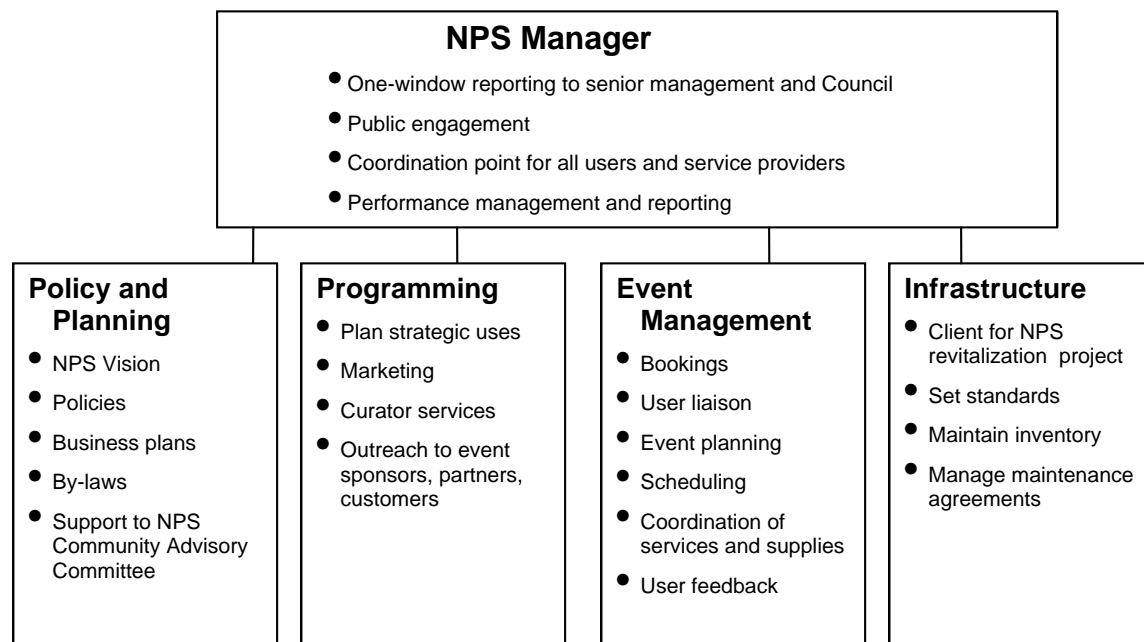
6.1 Description of the Nathan Phillips Square Manager Function

The new Nathan Phillips Square Manager function (NPS Manager) would be the City's central authority on the affairs of the Square. The NPS Manager would coordinate overall planning and reporting, serve as a one-window access point for Square users, act as a coordination point for service providers, and provide support to the Community Advisory Committee.

Functions would include:

- a Policy and Planning function responsible for coordinating development of the NPS Strategic Plan and Business Plan, monitoring costs and revenues against plan, developing by-laws, protocols and procedures for use of the Square, as well as providing secretariat support to the NPS Community Advisory Committee;
- a Programming function responsible for developing strategic uses of the Square, marketing, curator services, outreach to event sponsors, partners and customers;
- an Event Management function responsible for bookings, user liaison, event planning, scheduling, coordination of services and supplies and client feedback; and
- an Infrastructure function as client and liaison for the NPS revitalization project, to set standards, maintain inventory and manage maintenance agreements.

Nathan Phillips Square Manager Functional Chart



NOTE: This is a functional chart and does not represent a specific organization structure.

6.2 The Proposed Nathan Phillips Square Community Advisory Committee

The NPSRPAG, composed of professionals from the design community, neighbours and event sponsors, was commissioned by Council on a temporary basis to provide oversight of the design competition process pending a permanent management structure. Now that the implementation phase of the NPS Revitalization Project is underway, there is a need to address the requirement for on-going civic engagement respecting the future use and operation of the Square.

The proposed Nathan Phillips Square Community Advisory Committee (NPSCAC) is a reconstituted version of the existing NPSRPAG, augmented by additional members to provide more perspectives on innovative community-based programming, heritage, youth issues, cultural and arts programming, and programming for diverse communities. It is intended that the current members would continue to provide continuity and new members be recruited to provide these new perspectives.

7) ACCOUNTABILITY FRAMEWORK

An accountability framework is an important component of governance. It is critical that the new NPS Manager function be formally recognized as the one central authority and coordinator of various service providers and users across and outside the bureaucracy. Therefore, further to organizational changes and enhancement of the advisory committee, the City should also establish an accountability framework for the Square, which sets out clear accountabilities for the operation of the Square among City stakeholders and revise the by-laws governing the Square.

Terms of Reference

Nathan Phillips Square Community Advisory Committee

1. Context / Purpose

Restoring and renewing Nathan Phillips Square as Toronto's premier civic space is a high priority for City Council, evidenced by a major infusion of capital funding to revitalize the Square, both physically and programmatically. Because of the level of investment and the degree of public interest, it is critical that a comprehensive governance structure be put in place to ensure dynamic input into the implementation of the revitalization initiative, programming principles and sustained operational standards for the revitalized Square. The Nathan Phillips Square Community Advisory Committee is a vital component of the governance structure for the Square.

2. Authority

At its meeting of February 1 and 2, 2006, Council approved the recommendations of the Administration Committee to establish the current Nathan Phillips Square Revitalization Advisory Group (NPSRPAG) to provide interim stewardship pending the establishment of a management board or a "committee of stewards", to advise on the ongoing management of the Square and to oversee effective implementation of the winning design for revitalization of the Square.

Appointment of a "committee of stewards" was endorsed by the former Roundtable on a Beautiful City, "to review and provide advice on the ongoing maintenance and activities on Nathan Phillips Square, with a view to restoring its dignity and providing ongoing stewardship." It was also expected that the Committee would act a resource to:

- ensure that the winning design for renewal is effectively implemented
- provide a forum in which interested parties can keep abreast of developments related to the current renewal of the Square
- review future terms of reference for renewal of the Square

Council approved the continuation of the NPSRPAG in June 2006 for the new term. As an interim committee, the NPSRPAG would continue until transitioned to a permanent external advisory body as appointed by Council. Council now establishes this new Committee, titled the Nathan Phillips Square Community Advisory Committee, by the approval of the governance structure for Nathan Phillips Square and these terms of reference.

3. Mandate of the Nathan Phillips Square Community Advisory Committee

3.1 Functions of the Nathan Phillips Square Community Advisory Committee

The main function of the Nathan Phillips Square Community Advisory Committee is to provide advice and support to the Nathan Phillips Square Manager, Senior Management and Council, as required, on matters pertaining to Nathan Phillips Square that have a significant public interest, in order to support the successful implementation of the Square's revitalization, and the proper programming, operation, and sustainable funding for the Square in future.

The Committee is to review, provide advice on and support:

- issues having major implications for Nathan Phillips Square regarding the renewal, future operations, and programming of the Square
- in the short term, the implementation of the Nathan Phillips Square Revitalization Project, to ensure integrity of the approved design, including acting as a resource for any revision to the project plan.
- in the long term, ongoing stewardship over appropriate programming, operations and activities on Nathan Phillips Square
- ongoing evaluation on the effectiveness of governance and management of the Square
- the preparation and implementation of multi-year strategic plans, annual business plans and budgets
- innovative and appropriate programming for the Square supported by a marketing strategy
- development of standards of excellence in design, programming and operations of the Square.

The Nathan Phillips Square Community Advisory Committee may also provide feedback to the City on its activities, observations and priorities for the Square from a community perspective, as directed by Council. Such feedback may be provided with support from City Staff. The group may act as a forum to inform interested parties on developments related to the Square.

3.2 Role of the General Membership

The main function of the Committee is to review and provide advice on the renewal, ongoing operations and programming of Nathan Phillips Square, with a view to restoring its dignity and providing ongoing stewardship. Specifically, the Committee is to:

- Review and advise the City on strategic and business plans, and monitoring of deliverables
- Monitor the success of the Revitalization Project from a community and external stakeholder standpoint, in accordance with project objectives
- Advise the City on appropriate, prioritized programming for the Square
- Assist in community engagement to facilitate fund-raising activities, program solicitations, customer satisfaction surveys, stakeholder input, etc.

- Provide on behalf of the City, advice on allocation of endowment funds or program donations it secured from external contributors for Nathan Phillips Square.

3.3 Role of the Chair:

In addition to the responsibilities set out above, the Chair will:

- Chair meetings of the Nathan Phillips Square Community Advisory Committee;
- Act as official media spokesperson for the Committee; and
- Officially represent the Committee before Council or a Committee of Council if required

In the absence of the Chair, the Vice-Chair will assume the duties of the Chair.

3.4 Term of Membership

This mandate of the Committee commences on the effective date of the appointment of its members by Council and will continue up to the end of the term of the appointing Council, but is subject to reaffirmation by Council following each Municipal election.

3.5 Composition of the Community Advisory Committee

Representing a broad range of community interests and the required expertise to ensure the effective implementation of the Square's renewal, the Nathan Phillips Square Community Advisory Committee shall be comprised of 15 members representing the following segments of the community:

Composition:

- 1 Member-at-large: **Financial and Business Background**
- 1 Member-at-large: **Knowledgeable about the history; committed to the vision of Nathan Phillips Square**
- 1 representative of an **Area Property Owner / Neighbour**
- 1 member from the **Heritage Conservation community**
- 2 members of **External Special Events Organizers / External Customers**
- 3 members from the **Design Community**
- 1 Member: **Knowledgeable about development of public spaces and the Clean and Beautiful City initiative**
- 1 Member-at-large from the **Tourism Sector**
- 1 Member-at-large: "Community Voices": **Cultural & Arts Community Programming Specialist**
- 1 Member-at-large, "Community Voices": **Events Programming for Diverse Communities**
- 1 Member-at-large, "Community Voices" **Youth Representative**
- 1 Member-at-large, **Marketing/Fundraising**

All Members must demonstrate an interest in and commitment to the vision for Nathan Phillips Square, as well as creative and innovative thinking to support renewal objectives.

In addition to the broad categories of representation outlined in the composition for the Committee, adherence to the City of Toronto's diversity objectives as set out in the City's Public Appointments Policy for the appointment of members to advisory committees shall ensure efforts towards making the Committee representative of Toronto's population.

Staff Resources:

The Nathan Phillips Square Manager is the central City liaison and secretariat support for the Nathan Phillips Square Community Advisory Committee. In addition, other City staff resources

may be requested to attend meetings or provide expert advice and business information to support deliberations of the Committee:

Key City staff, or their designates, who may be more frequently involved with the Committee include:

- The Nathan Phillips Square Manager (the City Contact for the Committee)
- Director, Design, Construction and Asset Preservation, Facilities and Real Estate Division
- Director, Urban Design, City Planning Division
- Manager, Production, Special Events, Cultural Services, Economic Development, Culture and Tourism Division
- Manager, Customer Support Services, Facilities and Real Estate Division
- Manager, Strategic Policy and Projects, Facilities and Real Estate Division

Other City Divisions such as Transportation Services (Director, Public Realm Management), City Clerk's Office (Chief of Protocol), Parks, Forestry & Recreation, and some City ABCCs such as the Toronto Parking Authority, may be invited as required to assist the Committee in its efforts.

3.6 City Expectations and Conduct of Committee Members

Members of the Nathan Phillips Square Community Advisory Committee represent a broad range of stakeholder interests and provide community input on a range of issues concerning a high profile public asset. As advisors to the City of Toronto, the Committee members are expected to :

- Be genuinely interested in, committed to, and actively involved in pursuing the Revitalization Project's required outcomes and the ongoing success of the Square
- Identify public concerns and stakeholder interests regarding issues brought before the Committee and ensure that these diverse perspectives are tabled and discussed
- Exhibit conduct that reflects the spirit of the City's Code of Conduct for local boards and adhere to the conflict of interest, confidentiality and privacy requirements;
- Conduct open meetings in accordance with procedural guidelines set out in the City's Simplified Procedures for Advisory Bodies and Chapter 27 of Council procedures where there is a gap in the guidelines.
- Attend meetings regularly (Members may be deemed to have resigned after missing three consecutive meetings, unless the member has provided a satisfactory notification to the Chair explaining extenuating circumstances)
- Act in accordance with these Terms of Reference

4. Appointment Process

Members will be recruited and appointed in accordance with the City's Public Appointments Policy as amended by the Extension of the Public Appointments Policy to Advisory Committees.

5. Frequency of Meetings

Meetings of the Committee shall be held once a month, or at the call of the Chair or a majority of the members.

6. Rules of Procedure

Unless otherwise stated, the conduct of the Group's meetings and business will be in accordance with the Rules of Procedures for Advisory Bodies adopted by City Council September 28, 29, 30 & October 1, 2004 in Policy and Finance Report 7, Clause 34.

7. Secretariat Support For The Committee

The Nathan Phillips Square Manager is responsible for providing secretariat support to the Committee and is responsible for distributing the agendas and minutes, taking notes,, following-up on the Committee's action items, and maintaining a complete set of records for archiving purposes.

8. Feedback From The Committee

The Nathan Phillips Square Community Advisory Committee may provide feedback to the City regarding its activities, priorities and issues as directed by Council.

The Nathan Phillips Square Manager is centrally responsible for the management of the Square in accordance with the overall guidance and direction established by Council and Senior Management. In order to ensure coordination in planning and decision-making, the NPS Manager attends the NPS Community Advisory Committee, and will meet with the Chair when necessary, and as agreed, to share information on deliverables, issues, opportunities and risks.