

# STAFF REPORT ACTION REQUIRED

### **Program Advisory Bodies – Key Activities For 2015**

Date:	February 16, 2016
To:	Executive Committee
From:	City Manager's Office
Wards:	All
Reference Number:	

#### **SUMMARY**

As requested by City Council, this report provides a summary of the 2015 activities for the City of Toronto's Program Advisory Bodies.

City divisions establish Program Advisory Bodies to provide advice to staff on City policies, programs and initiatives. Program Advisory Bodies are one consultation mechanism that City divisions use to solicit advice and input from key stakeholders, community partners and service users.

There were a total of fifty-six (56) active Program Advisory Bodies in 2015. Five (5) Program Advisory Bodies completed their mandate in 2015 and were dissolved.

#### RECOMMENDATIONS

#### The City Manager recommends that:

1. City Council receive this report for information.

#### **Financial Impact**

Costs required to support Program Advisory Bodies are minimal and absorbed by the City division that established the body.

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

#### **DECISION HISTORY**

At its meeting of February 10 and 11, 2015 City Council adopted the Report EX2.1 Council Advisory Bodies for the 2014 to 2018 Term of City Council with amendments, and requested the City Manager to submit an annual report to City Council with information on the activities of the Program Advisory Bodies set out in the February 3, 2015 Supplementary Report from the City Manager. http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2015.EX2.1

#### **ISSUE BACKGROUND**

#### **Program Advisory Bodies**

Program Advisory Bodies are divisional committees and working groups that provide advice and input to City staff on City programs, policies and initiatives and are composed of stakeholders, community partners and service users.

They are established by City divisions with Terms of Reference including membership, frequency of meetings and term-length to reflect their mandate and objectives. Program Advisory Bodies are one consultation method used to elicit input and feedback and are dissolved when their mandate is complete or when another consultation process is required to meet the Division's needs.

#### **Council Advisory Bodies**

Council Advisory Bodies, established by City Council under the Toronto Municipal Code Chapter 27, Council Procedures, provide advice to City Council on specific areas of interest and term policy priorities to assist City Council's decision-making.

Council Advisory Bodies generally include Members of City Council and at least 50 percent citizens appointed by City Council. City Council may direct that Council Advisory Bodies have a specific membership composition to achieve a Council priority. For example, the City-School Board Advisory Committee is made up of Council members and School Board Trustees. All Council Advisory Bodies are required to follow a range of City by-laws, policies and legislation including open meeting requirements under the *City of Toronto Act*, 2006.

All Council Advisory Bodies are dissolved at the end of the term, unless required by legislation. Council Advisory Bodies do not deliver services, direct City staff or make binding decisions on behalf of the Toronto government.

#### COMMENTS

City Council in considering the report to establish Council Advisory Bodies for the 2014 to 2018 term, requested the City Manager report annually on the key activities of Divisional Program Advisory Bodies. This report responds to City Council's request.

There were a total of fifty-six (56) Program Advisory Bodies in 2015 providing input and advice to City divisions on a broad range of policies, programs and initiatives. Five (5) Program Advisory Bodies completed their mandates. A number of Program Advisory Bodies focus on multi-divisional initiatives in order to coordinate advice and input to multiple City divisions from a range of stakeholders. Attachment 1 to this report provides a summary of current Program Advisory Bodies and their key 2015 activities.

In circumstances where a City Division establishes a Program Advisory Body that may relate to the mandate of a Council Advisory Body, the Division Head will ensure there is alignment and coordination between the bodies. Coordination may include mechanisms such as appointing a member of a Council Advisory Body to a Program Advisory Body, developing complementary work plans or providing periodic updates on related initiatives to the relevant Council Advisory Body.

#### CONTACT

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#### **SIGNATURE**

Peter Wallace City Manager

#### **ATTACHMENTS**

Attachment 1: Program Advisory Bodies – Key Activities for 2015

## Attachment 1: Program Advisory Bodies – Key Activities for 2015

#	Name of Body	Purpose or Mandate	Key Activities	Division(s) Receiving Advice
1.	Toronto Public Art Commission	The Commission provides peer review and independent advice to staff in the review of Public Art Plans brought forward by private developers.	<ul> <li>Met fourteen times.</li> <li>Provided advice on public art projects and policies.</li> </ul>	City Planning
2.	Design Review Panel	The Panel reviews private development proposals and a range of public projects and provides independent and objective design advice.	<ul> <li>Met fifteen times.</li> <li>Provided advice on improving matters of design that affect the public realm.</li> </ul>	City Planning
3.	Toronto Planning Review Panel	Provide input on City Planning strategies, plans, policies, and initiatives that have city-wide implications to ensure City Planning's work is informed by resident experience and aligned with the values and priorities of all Torontonians.	<ul> <li>Met six times.</li> <li>Established the Terms of Reference.</li> <li>Held four orientation meetings.</li> </ul>	City Planning
4.	Child Care Funding Model Project Advisory Committee  Mandate Complete	The Committee's mandate is to provide advice on the child care funding model including evaluation criteria and strategies to communicate and engage with stakeholders.	<ul> <li>Met approximately every three months until the Funding Model was approved by Council in May 2015.</li> <li>Provided advice on the funding model options and broad system impacts.</li> </ul>	Children's Services

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5.	Child Care Funding Model Project Stakeholder Reference Group  Mandate Complete	A Stakeholder Reference Group that provides advice to the Project Team on the new funding model for the City's allocation of provincial child care funding.	<ul> <li>Met bi-monthly until the Funding Model was approved by Council in May 2015.</li> <li>Reviewed and validated potential Operator impacts of the funding model.</li> </ul>	Children's Services
6.	District Child Care Advisory Committees (DCCAs)	<ul> <li>Four Advisory Groups from each district (North, South, East and West) of the City that represent Toronto's licensed child care centres, home child care agencies and special needs resourcing agencies.</li> <li>Their mandate is to provide advice and support to Toronto Children's Services on child care issues and to serve as a link between child care and the broader community.</li> </ul>	<ul> <li>Provided feedback on the proposed funding model.</li> <li>Provided feedback on the administration of the Provincial Wage Enhancement (PWE) grant.</li> <li>Initiated a review of the structure and mandate of the DCCAs.</li> </ul>	Children's Services
7.	Every Child Belongs Advisory Working Group  Mandate Complete	Working Group with the mandate to provide oversight and advice on the implementation of business enhancements to provide a consistent approach to service delivery and accountability across all agencies contracted under Every Child Belongs.	Informed and reviewed the model of Every Child Belongs.	Children's Services

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8.	Toronto Child & Family Network (TCFN)	<ul> <li>The Network promotes outcomes for children and their families by:</li> <li>Enhancing community engagement at the local and system level;</li> <li>Organizing and integrating services with the goal of improved outcomes for children.</li> </ul>	<ul> <li>Sub-committees of TCFN met bimonthly.</li> <li>Held two symposiums.</li> <li>Provided input and feedback into the development of Children's Services 2015-2019 Service Plan.</li> </ul>	Children's Services
9.	Independent Investment Advisory Committee	The Committee provides advice on the management of the City's investment portfolios.	<ul> <li>Reviewed portfolio analytics and investment strategies.</li> <li>Reviewed compliance reports to ensure investment activities are adhered to the Council approved Investment Policy.</li> <li>Provided advice on investment strategies based on economic and interest rate conditions.</li> </ul>	Corporate Finance
10.	Industrial Manufacturing Program Advisory Committee in Toronto (IMPACT) Manufacturing Advisory Body	The Advisory Body has a mandate to:  Advocate and facilitate input between group members, business stakeholders and the City of Toronto on manufacturing issues.	Met four times.     Provided input into     Competitiveness of Water Rate as     part of Report back to Budget     Committee in 2015.	Economic     Development and     Culture

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11.	Small Business Advisory Group	Provides advice on the City's programming and support for small businesses.	Completed a discussion paper on small business taxation in the City of Toronto.	Economic     Development and     Culture
12.	Black Business Professional Advisory Group	Established as an outcome of the Deputy Mayor's Small Business Roundtable.	Delivered workshops to the black business community.	Economic     Development and     Culture
	Mandate Complete	The Advisory Group provides advice on the City's programming and support of young black entrepreneurs.		
13.	Culinary Tourism Advisory Group	Advisory Group provides advice on how the City can better support/ develop culinary tourism.	<ul> <li>Met three times.</li> <li>Discussed opportunities on how the City can best support Food Tourism.</li> </ul>	Economic     Development and     Culture
14.	Young Entrepreneurs Advisory Body	The Advisory Body's mandate is to facilitate discussions between business stakeholders and the City of Toronto regarding youth entrepreneurship issues.	Completed a work-plan to assist young entrepreneurs in the City of Toronto.	Economic     Development and     Culture
15.	Nathan Phillips Square Community Advisory Committee	<ul> <li>The Committee has a mandate to provide advice on matters pertaining to Nathan Phillips Square, including:         <ul> <li>Future strategic direction of programming at Nathan Phillips Square; and</li> <li>Revitalization of Nathan Phillips Square.</li> </ul> </li> </ul>	Met ten times and focused on the finalization of the revitalization project and overall strategy of the use of the square.	Economic     Development and     Culture      Chief Corporate     Officer

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16.	Nuit Blanche Artistic Advisory Committee	<ul> <li>The mandate of the Committee is to:         <ul> <li>Provide advice to artistic staff at Nuit Blanche on the planning and delivery of the event; and</li> <li>Advocate on behalf of Nuit Blanche with the artistic community.</li> </ul> </li> </ul>	Provided advice and recommendations on the annual selection of curators for Nuit Blanche and artist projects.	Economic     Development and     Culture
17.	Winterlicious/ Summerlicious Advisory Board	The Board provides advice and promotes Toronto's unique hospitality industry, showcases Toronto's diverse cuisine and generates economic activity for the restaurant industry through the planning of Winterlicious and Summerlicious.	<ul> <li>Approved the application submission into the programme.</li> <li>Provided strategic advice on issues.</li> </ul>	Economic     Development &     Culture
18.	Motorcoach Parking Advisory Group	Provide advice on issues facing coach operators and entertainment businesses dependent on group travel in Toronto.	<ul> <li>Held inaugural meeting.</li> <li>Conducted a survey of groups and inventory areas where businesses or transportation flows are being challenged.</li> </ul>	Economic     Development and     Culture
19.	Toronto Higher Education Alliance	To pursue opportunities to enhance the competitiveness of the Education Sector in the City of Toronto.	<ul> <li>Met to determine areas of focus for collaboration in 2016.</li> <li>Decided to focus on developing a promotional strategy to better position Toronto globally as a Centre for Excellence in higher education.</li> </ul>	Economic     Development and     Culture

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20.	Design Industry Advisory Committee (DIAC)	Committee advises the City on how to promote the strategic value of design and the contribution of designers from all disciplines to economic, social and environmental goals and facilitate cross-disciplinary communication and action.	<ul> <li>Marketed Toronto as a centre for strategic design.</li> <li>Marketed DIAC's activities, to expand its membership and to attract strategic partners for future research</li> </ul>	Economic     Development and     Culture
21.	Social & Health Supports Subcommittee	The Subcommittee provides advice on programs and policies that provide Ontario Works' clients with additional stabilization supports, such as mental health, child care and affordable housing.	<ul> <li>Developed and confirmed the Terms of Reference to guide subcommittee structure.</li> <li>Obtained input from representatives to identify and prioritize program and service issues.</li> </ul>	Employment and Social Services
22.	Client & Job- Seekers Committee	The purpose of Client & Job Seekers' Committee is to engage with service users and provide advice on changes to emerging programs and policies of Toronto Employment and Social Services (TESS).	<ul> <li>Developed and confirmed the Terms of Reference to guide the subcommittee structure.</li> <li>Obtained input from representatives to identify and prioritize program and service issues.</li> </ul>	Employment and Social Services
23.	Innovation and Technology Advisory Body	The Advisory Body provides advice and ideas to the City to support Toronto's information and technology sector.	<ul> <li>Underwent organizational change and elected a new chair.</li> <li>Panel members were informed of recent developments in the tech sector and a meeting will be scheduled for Q1 of 2016.</li> </ul>	<ul> <li>Employment and Social Services</li> <li>Economic Development Culture</li> <li>Chief Information Officer</li> </ul>

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24.	Youth Employment Action Plan Advisory Committee	A multi-stakeholder group to provide strategic advice to support the successful implementation of the City of Toronto's Youth Employment Action Plan.	<ul> <li>Developed Terms of Reference.</li> <li>Held an introductory meeting.</li> <li>Held a workshop aimed at generating ideas for immediate and long-term actions to advance work-based learning approaches for youth.</li> </ul>	<ul> <li>Employment and Social Services</li> <li>Social Development, Finance and Administration</li> <li>Parks, Forestry and Recreation</li> <li>Economic Development and Culture</li> </ul>
25.	External Advisory Committee Environment and Energy	The Committee provides advice and guidance on matters relating to environment and energy	<ul> <li>Identified and recommended current and emerging environment and energy issues affecting Toronto.</li> <li>Shared information and exchanged ideas on innovation on environmental and energy challenges.</li> </ul>	<ul> <li>Environment &amp; Energy Division</li> <li>Chief Corporate Officer</li> </ul>
26.	Advisory Committee on Long-Term Care Homes & Services	The Committee supports and enhances public accountability in the operation of the Long-Term Care Homes & Services Division.	<ul> <li>Assisted in identifying community needs and available services to make recommendations to address gaps.</li> <li>Provided feedback on quality improvement reports.</li> <li>Provides on-going advice on promotion of activities related to resident quality of life.</li> </ul>	Long Term Care     Homes &     Services

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27.	George Street Revitalization – Stakeholder Advisory Group (SAG)	<ul> <li>The Advisory Group's mandate is to provide advice on the revitalization of George Street.</li> <li>The Advisory Group considers aspects of the project and works in a collaborative spirit in the best interest of all future users.</li> </ul>	<ul> <li>Met three times and participated in a community open house.</li> <li>Provided input for Seaton House transition plan, community service hub proposal and architects' draft plans for entire site.</li> </ul>	<ul> <li>Long-Term Care Homes &amp; Services</li> <li>Shelter, Support and Housing Administration</li> </ul>
28.	The Rental Housing Advisory Committee	The mandate of the Committee is to:  Support landlords and tenants in monitoring the impacts of the Residential Tenancies Act and other matters related to rental housing; and  Provide advice to City policymakers on rental housing issues.	<ul> <li>No meetings in 2015 due to lack of quorum.</li> <li>Most items referred to the recent Council-led Tenant Issues Committee.</li> </ul>	Shelter, Support and Housing Administration
29.	Homelessness Partnering Strategy Funds Community Advisory Body	<ul> <li>The Advisory Body serves as a local reference group and supports the City of Toronto in the administration of the Homelessness Partnering Strategy, including:         <ul> <li>Assisting in establishing funding priorities, chief and setting direction for using allocated funds to address homelessness in Toronto.</li> </ul> </li> </ul>	The purpose and mandate of this committee is now being met through partnership with the Toronto Alliance to End Homelessness, which serves as a multi-sectorial stakeholder advisory.	Shelter, Support and Housing Administration

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30.	LGBTQ2S Stakeholder Working Group	Working Group established to develop a strategy to address the over-representation of LGBTQ2S youth experiencing homelessness.	<ul> <li>Met to discuss the process and outcomes of the RFP process for the first LGBTQ2S youth shelters.</li> <li>A smaller group (comprised of some of the larger working group members) was struck and met several times to address emerging issues faced by LGBTQ2S youth shelter services.</li> </ul>	Shelter, Support and Housing Administration
31.	Toronto Alliance to End	Acts as SSHA's multi-sectorial	Met bi-monthly.	Shelter, Support
	Homelessness	stakeholder advisory on issues related to service system planning.	<ul> <li>Provided advice on the implementation of the Housing Stability Service Plan.</li> </ul>	and Housing Administration
32.	Newcomer Leadership Table	The Newcomer Leadership Table supports the Toronto Newcomer Strategy through a collaborative	Met quarterly to facilitate information sharing, collaboration and multi-stakeholder actions.	Social     Development,     Finance and
		approach to respond more effectively to newcomer's needs.	Supported the planning and delivery of Newcomer Day 2015.	Administration
			Supported and participated in Open Dialogue Sessions.	
33.	Accountability Table – Toronto Seniors Strategy	Table established to work in partnership with the City to ensure the Toronto Seniors Strategy is	Met quarterly to monitor the implementation of the Toronto Seniors Strategy.	Social     Development,     Finance and
	<b>.</b>	fully implemented.	<ul> <li>Mandate to be updated to include advising the next version of the Strategy.</li> </ul>	Administration
34.	Hospitality Industry Working	The Working Group provides a forum for industry stakeholders	<ul><li>Met five times in 2015.</li><li>Reviewed best practices and local</li></ul>	Municipal Licensing and

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	Group (Liquor Licensing)	and relevant City divisions to identify and discuss issues related to restaurants, bars and entertainment establishments.	case studies to identify strategies to address operator issues.	Standards
35.	Street Food Working Group	The Working Group is mandated to review the current licensing, regulatory and inspection framework for street food vending and address issues associated with harmonizing the licensing and regulatory framework across the City.	<ul> <li>Reconvened in October 2014 and met on a regular basis until April 2015.</li> <li>Provided input into recommendations on the one-year street food vending review.</li> </ul>	Municipal     Licensing and     Standards
36.	Taxicab Advisory Committee (TAC)	The Committee serves a forum between the City, industry and customers and provides advice on issues affecting the taxi industry.	<ul> <li>No meetings were held in 2015.</li> <li>Suspended meetings pending outcomes of legal and legislative issues within the taxi industry.</li> </ul>	Municipal     Licensing and     Standards
37.	Advisory Committee on Youth Lounges	<ul> <li>The Committee provides ongoing advice:         <ul> <li>On the start-up and operation of youth spaces; and</li> <li>Assists in the evaluation of potential neighbourhoods for new and enhanced youth spaces.</li> </ul> </li> </ul>	<ul> <li>Developed the PFR Enhanced Youth Space model</li> <li>Reviewed and endorsed the site criteria selection and the 10 proposed sites.</li> </ul>	Parks, Forestry and Recreation
38.	Parks, Forestry and Recreation Disability Steering Committee	Committee with the mandate to:     Provide information and feedback on Parks, Forestry and Recreation programs and services for people with	<ul> <li>Provided input and advice on the design of the ferry ticketing public interfaces and the ticket kiosks.</li> <li>Conducted site visits of parks, trails, playgrounds, and newly built</li> </ul>	Parks, Forestry and Recreation

#	Name of Body	Purpose or Mandate	Key Activities	Division(s) Receiving Advice
		disabilities; and - Increase awareness and education.	and renovated facilities, signage and wayfinding.	
39.	East Don Trail Environmental Assessment Community Liaison Committee	The Committee provides interested community members with an opportunity to discuss options for the East Don Trail with the City of Toronto and the Toronto and Region Conservation Authority (TRCA).	<ul> <li>No meetings were held in 2015.</li> <li>Project update email sent to group in April 2015.</li> <li>No further action proposed for this group until Environmental Assessment filed with Ministry of the Environment and Climate Change.</li> </ul>	<ul><li>Parks, Forestry and Recreation</li><li>Transportation</li></ul>
40.	Toronto Parks & Trails Wayfinding Strategy Stakeholder Group	The Stakeholder Group provides input on the design, content and functionality of physical signage and a complementary digital wayfinding service.	<ul> <li>Met two times as a Group and three times for workshops.</li> <li>Held six events related to the Wayfinding.</li> </ul>	Parks, Forestry and Recreation
41.	Chorley Park Trail Working Group  Mandate Complete	Working Group with the mandate to provide advice on trail design principles and elements suitable and feasible for the Chorley Park trail connection.	<ul> <li>Met four times.</li> <li>Provided feedback on the updated concept design for the trail connection.</li> </ul>	Parks, Forestry and Recreation
42.	Riverdale Farm Stewardship Group	The Group advises on opportunities to generate revenue that will enhance the programming at the farm.	<ul> <li>Met eight times.</li> <li>Organized fundraising events, sought out partnerships and sponsorships.</li> </ul>	Parks, Forestry and Recreation

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43.	Sport Organization Resource Group	The Resource Group provides advice on matters related to sports field permits.	<ul> <li>Met quarterly.</li> <li>Provided input on harmonizing field classifications and issues related to sports organizations' responsibilities.</li> </ul>	Parks, Forestry and Recreation
44.	Tennis Liaison Committee	The Committee reviews community tennis policy and issues concerning community tennis club formation.	<ul> <li>Held four public consultations regarding outdoor tennis policy review.</li> <li>Held three consultations with tennis club executives.</li> </ul>	Parks, Forestry and Recreation
45.	Sunnyside Bike Park Working Group	The Working Group advises on the development of operations, stewardship and maintenance at Sunnyside Bike Park.	<ul> <li>Met three times.</li> <li>Provided input/advice on Doors Open event, volunteer opportunities and community outreach.</li> </ul>	Parks, Forestry and Recreation
46.	St. Lawrence Market Precinct Advisory Committee	The Committee provides advice and is an advocate for Market Precinct.	<ul> <li>Met monthly.</li> <li>Focused on developing a Vision for both North and South Markets with a lens on community needs and creating a community destination.</li> </ul>	Real Estate     Services
47.	Green Lane Landfill Public Liaison Committee	The Committee serves as a focal point for the review and exchange of information and monitors results relevant to the operation of the site.	<ul> <li>Held quarterly meetings.</li> <li>Discussed the Annual Report.</li> <li>Provided advice on complaints and operations.</li> </ul>	Solid Waste     Management     Services

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48.	Long Term Waste Management Strategy – Stakeholder Advisory Group (SAG)	Stakeholder Advisory Group provides advice and feedback to the Project Team in the development of the Long Term Waste Management Strategy.	<ul> <li>Met fourteen times.</li> <li>Provided input on project process, public consultation materials, vision and guiding principles, gaps, challenges, opportunities, waste management options and evaluation.</li> </ul>	Solid Waste     Management     Services
49.	First Nations Liaison Committee (FNLC)	The Committee serves as a forum and facilitates expeditious and streamlined resolutions between First Nation members of the FNLC and the Owner of the Site.	<ul> <li>Met monthly.</li> <li>Reviewed and provided advice on complaints, operations and First Nations issues.</li> </ul>	Solid Waste     Management     Services
50.	Fire Chief's (FC) Council on Access, Equity and Diversity	The Council provides advice and strategies on how Toronto Fire Services can better reach out to communities and present a career with Toronto Fire Services as a desirable choice.	<ul> <li>Met four times over the past two years.</li> <li>Participated in Toronto Fire Services community events, including job fairs and festivals.</li> </ul>	Toronto Fire Services
51.	Ashbridges Bay Treatment Plant (ABTP) Implementation Compliance Monitoring Committee (ICMC)	The Committee is a forum for public citizens and non-governmental organizations to provide input and advice related to the approved Environmental Assessment for the Ashbridges Bay Treatment Plant.	An ongoing dedicated forum to communicate progress and solicit comments on the development of a new disinfection facilities and a new outfall for the ABTP.	Toronto Water
52.	Toronto Public Utilities Coordinating Committee (TPUCC)	The Committee provides advice on promoting safety during construction projects and reducing the impact of construction on subdivisions and	<ul> <li>Met monthly.</li> <li>Publicized contact information, including escalation contacts, for the member organizations.</li> </ul>	<ul><li>Toronto Water</li><li>Engineering &amp; Construction Services</li></ul>

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		traffic.	Funded the creation of a web- based tool for project owners to circulate their design drawings. Tool expected to come online in 2016.	<ul> <li>Transportation Services</li> <li>Major Capital Infrastructure Coordination</li> </ul>
53.	Toronto 360 Wayfinding Steering Committee	The Committee reviews and provides support regarding the new wayfinding pilot project.	Reviewed Phase 2 pilot implementation including mapping and sign pillars.	Transportation     Services
54.	School Zone Safety Working Group	The Working Group is a forum for stakeholders with an interest in pedestrian safety around schools to facilitate discussion about safety issues, share information and plan and implement measures or strategies to improve safety in school zones.	Met five times.     Implemented and evaluated various engineering pilots, including permanent speed display signs in school zones.	Transportation Services
55.	Toronto Walking Strategy – Expert Reference Group	The Expert Reference Group advances strategies to make Toronto safer and more attractive for pedestrians.	<ul> <li>Met two times.</li> <li>The Reference Group has been rolled up with other related initiatives and groups to reduce duplication.</li> </ul>	<ul><li>Transportation Services</li><li>Toronto Public Health</li></ul>

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56.	Executive Construction Consultation Group	The mandate of the Committee is to identify and provide advice on general issues concerning procurement, administration, and execution of construction contracts that impact both the construction companies and the City.	Met three times.     Identified procurement and contract management issues for construction services with external associations.	<ul> <li>Transportation Services</li> <li>Purchasing and Materials Management</li> <li>Engineering &amp; Construction Services</li> <li>Toronto Water</li> </ul>