

# FUTURE OF THE GARDINER EAST

Gardiner EA and Integrated Urban Design Study



**Stakeholder Advisory Committee**

Terms of Reference - *Draft*

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## 1 Purpose of the SAC Terms of Reference

This document outlines the role of the Stakeholder Advisory Committee (SAC) for the Future of the Gardiner East – Environmental Assessment and Integrated Urban Design Study. It also presents guidelines for how the SAC will operate, including how and when meetings will take place. This document may be amended as the Environmental Assessment (EA) and integrated urban design study process unfolds. Any amendments to these Terms of Reference (TOR) will be done in consultation with the Project Team and SAC members.

## 2 Mandate

The SAC is a non-political advisory committee. Committee members are guided by these Terms of Reference and participate on the SAC at the pleasure of Waterfront Toronto and the City of Toronto.

The mandate of the SAC is to provide an ongoing forum for advice, feedback and guidance to the Project Team at key points during the EA and urban design process. The Project Team includes representatives from Waterfront Toronto, the City of Toronto, as well as from a team of consultants led by Dillon Consulting. Specifically, the SAC will contribute input on the approach and alternatives defined by the Project Team in the *Gardiner Expressway and Lake Shore Boulevard EA Terms of Reference*, once approved by the Ontario Ministry of the Environment.

The role of the SAC is to:

- **Act as a sounding board** for the Project Team to share and discuss ideas and findings;
- **Provide guidance, critiques and suggestions** on proposed study approaches, concepts and materials (including materials to be presented at public meetings);
- **Actively participate in discussions on alternatives**, including the criteria to be used to evaluate alternatives, and selection of a preferred alternative;
- **Provide a sense of the broader community's reactions and concerns** and how these might be addressed; and
- **Provide a forum for two-way communication** between members' organizations and the Project Team.

The SAC will also be invited to provide feedback on the Project Team's proposed presentations for public forums and any other relevant matters that the Project Team refers to the SAC for comment.

## 3 Project Overview and Study Area

It is the shared goal of Waterfront Toronto and the City of Toronto to realize the full potential of Toronto's waterfront as a world-class location in which to live, work and play. This study will examine how a potential reconfiguration of the Gardiner Expressway and Lake Shore Boulevard – from approximately Lower Jarvis Street to just east of the Don Valley Parkway – can contribute to the achievement of the Waterfront Toronto and City goals. The project includes an individual

environmental assessment (under Ontario’s *Environmental Assessment Act*) as well as an urban design study.

This unique, integrated approach is intended to ensure that urban design objectives and city-building remain at the centre of the technical analysis and that a new urban environment characterized by design excellence results from this effort.

## 4 SAC Work Plan

The Project Team has planned for approximately ten meetings with the SAC over a period of about two years. Several of these meetings may be planned as workshops, providing additional time for more in depth discussions and feedback.

The following general work plan has been developed to illustrate the topics proposed for SAC input and advice at key stages of the EA and urban design study. The work plan also anticipates that the SAC will provide input and feedback as part of an “Ideas Forum” that Waterfront Toronto will convene to enable design professionals from around the world and the general public to contribute their ideas and visions for the future of the Gardiner East.

SAC	
Meeting	Proposed Meeting Topics
Meeting 1	<ul style="list-style-type: none"> <li>Orientation; review SAC Terms of Reference and work plan; refresher on EA Terms of Reference; and study area tour</li> </ul>
Meeting 2	<ul style="list-style-type: none"> <li>Review interim “Competition to Develop Innovative Design Options” submissions</li> </ul>
Meeting 3	<ul style="list-style-type: none"> <li>Review final “Competition to Develop Innovative Design Options” submissions</li> </ul>
Meeting 4	<ul style="list-style-type: none"> <li>Feedback on alternative solutions</li> </ul>
Meeting 5	<ul style="list-style-type: none"> <li>Workshop: contribute to development of evaluation method and criteria for alternative solutions (“alternatives to”)</li> </ul>
Meeting 6	<ul style="list-style-type: none"> <li>Feedback on selection of preferred alternative solution</li> </ul>
Meeting 7	<ul style="list-style-type: none"> <li>Feedback on the alternative designs</li> </ul>
Meeting 8	<ul style="list-style-type: none"> <li>Workshop: contribute to evaluation method and criteria for alternative designs (“alternative methods”)</li> </ul>
Meeting 9	<ul style="list-style-type: none"> <li>Feedback on selection of preferred alternative design and mitigation/monitoring strategy</li> </ul>
Meeting 10	<ul style="list-style-type: none"> <li>Feedback on draft EA and urban design study documents.</li> </ul>

In addition, SAC members may be invited to review and comment on presentation materials in advance of public consultation events at key points in the EA and urban design study process.

## 5 Membership

The SAC membership will be comprised of representatives from interested and affected stakeholder organizations. Members will be identified from the following six “sectors”:

1. **Business and Economics** – having an economic or business interest (such as a business, commercial or industrial association) or potentially impacted livelihood.
2. **Community** – involvement in neighbourhood associations, heritage and culture or other public interest community associations.
3. **Environment** – having a related environmental interest in aquatic and terrestrial ecology and sustainability.
4. **Infrastructure** – having a related interest in one or more modes of travel, i.e. walking, cycling, transit, road, or rail transportation systems.
5. **Public Health** – having an interest in potential human health impacts.
6. **Urban Design** – having a professional interest in planning, landscape architecture or architecture.

The SAC is intended to provide a multi-stakeholder forum for discussion of approaches, concepts and alternatives as part of the EA process and integrated urban design study. It is not intended to address specific property ownership issues or concerns. Consultation with landowners will be undertaken separately by the Project Team.

It is anticipated that the SAC will be composed of approximately 18-24 representatives (with representation from each of the above “sectors”). The actual number of members will be confirmed based on the level of interest in participating and qualifications of applicants. In addition to “sectoral” representation, SAC members will be identified to reflect a balance of geographic interests (adjacent to study area; downtown; regional), demographic and gender considerations.

The following are the key terms and conditions of SAC membership:

- I. Membership is voluntary and open to representatives of interested and affected stakeholder organizations.
- II. Members will have a demonstrated interest or expertise in at least one of the topic areas listed above.
- III. Members understand, accept and agree to abide by these Terms of Reference.
- IV. Members are willing to commit to participate on the SAC throughout the duration of the EA and urban design study (approximately 10 meetings over a two year period).
- V. Members agree to attend as many SAC meetings as possible, and identify and brief an alternate from their organization in the event that attendance is not possible.
- VI. Through their participation on the SAC, members agree to ensure a two-way flow of information between the organizations they represent and the Project Team.

## 6 Term of Membership

Membership in the SAC is for the duration of the project – approximately 2 years.

## 7 Decision Making

As an advisory committee, the SAC is not responsible for making decisions regarding the Future of the Gardiner East – EA and Integrated Urban Design Study. This is the responsibility of Waterfront Toronto and the City of Toronto as co-proponents for this project.

It is envisioned that a consensus-based approach – where members seek general agreement on advice and recommendations to the Project Team – will be the operating mode for the SAC. If consensus is not achieved, differing perspectives and viewpoints will be recorded and noted in the SAC meeting minutes. Voting will not be utilized.

## 8 Roles and Responsibilities

The SAC reports its advice and recommendations to Waterfront Toronto, City of Toronto and the Project Team with the assistance of an independent facilitator. The following are the roles and responsibilities for each:

### **SAC Members**

- Advise the Project Team of their organization's/community's/constituency's perspectives relating to this project;
- Provide advice, feedback and perspectives on proposals/reports tabled by the Project Team, SAC members, or others;
- Help the SAC operate effectively by offering suggestions and alternatives to issues, concerns and problems;
- Attempt to anticipate potential problems and offer options for resolving them;
- Communicate SAC discussions back to members' organizations, communities and constituencies;
- Review all relevant project materials and provide feedback, advice and perspectives;
- Attend the SAC meetings whenever possible, and appoint and brief an alternate; and
- Review the results of SAC 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 and Resource Personnel**

Project Team members will:

- Strive to provide accurate, understandable information to SAC members, such that they can contribute informed advice and recommendations;
- Help the SAC 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 and where feasible, incorporate advice into the study; and
- Provide material for review in advance of SAC meetings where possible.

### **Facilitation and Secretariat**

An Independent Facilitator under contract to Waterfront Toronto will provide facilitation and secretariat services for SAC meetings. These services will include:

- i. Development of meeting agendas in consultation with the Project Team and the SAC.

- II. Facilitation of SAC meetings.
- III. Record keeping and preparation of minutes for SAC meetings.

Secretariat services will be provided by Waterfront Toronto. These services will include organizing SAC meetings, distributing meeting notices and materials, and SAC contact list management. The point of contact for all SAC correspondence is:

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Communications + Marketing Coordinator  
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Tel. (416) 214-1344 x 248  
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Website: [www.waterfronttoronto.ca](http://www.waterfronttoronto.ca)

## 9 Meeting Management, Agendas and Reporting

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

- Meetings will be scheduled at the outset of the SAC process, and subject to confirmation based on the study schedule. The Independent Facilitator may convene additional meetings, or postpone scheduled meetings at the request of the Project Team or members of the SAC, upon approval from the Project Team.
- Meetings will generally be held in the evening, with a duration of 2-3 hours. When more discussion time is required (such as for a workshop), members may consider holding a weekend or extended daytime session.
- The Facilitator will develop the SAC agendas – in consultation with the SAC and Project Team – and coordinate accompanying materials; the agenda will be distributed to SAC members at least one week in advance of each meeting.
- SAC members will be consulted on agenda items for future meetings at the conclusion of each SAC meeting.
- The Facilitator will prepare draft and final minutes from SAC 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 SAC.
- SAC meetings will generally take place at Waterfront Toronto's office at 20 Bay Street, Suite 1310. However, meeting locations may vary depending on the size and composition of the SAC. Flexibility will be maintained and SAC members will be consulted on meeting locations. To the extent possible, meeting locations will be accessible by public transit.
- SAC members will also receive project information made available to the public and be invited to attend public forums.
- Other interested parties may observe the SAC meetings; however, should these parties wish to participate they may act as a delegate at an assigned time on the agenda.

## 10 Advisors and Experts

The SAC may wish to invite or request additional advisors, experts or members of the project's Technical Advisory Committee to attend at various points during the study. Considerations will be given to each request by Waterfront Toronto and the City of Toronto and will be subject to timing, availability and budget considerations.

## 11 Resources

On behalf of the co-proponents for the project, Waterfront Toronto will provide the resources needed to support operation of the SAC, including: facilitation and secretarial support; meeting venue and refreshments; and meeting materials and supplies.

## 12 Reporting Relationship

The SAC is acting in an advisory capacity to the Project Team, and is not responsible for the decisions made by the Project Team or their boards or City Council. By participating as members of the SAC, 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.

## 13 Media Contact

Individual SAC members' opinions are not necessarily representative of the views of the entire SAC. In the event that individual SAC members receive media enquiries, such inquiries should be referred to the designated Waterfront Toronto media contact.

## 14 Freedom of Information and Protection of Privacy

Please note that the personal information provided through the SAC process will form part of the public record, as per the *Freedom of Information and Protection of Privacy Act*, and will not be protected from disclosure.