

## **Approach to Developing Complete Streets Guidelines**

<b>Date:</b>	March 11, 2014
<b>To:</b>	Public Works and Infrastructure Committee
<b>From:</b>	Deputy City Manager, Cluster B
<b>Wards:</b>	All
<b>Reference Number:</b>	p:\2014\ClusterB\TRA\PR\pw14001pr

### **SUMMARY**

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"Complete Streets" is a relatively new term used to describe streets that are designed and operated to enable safe access and functionality for all uses and users within the transportation system, including pedestrians of all ages and abilities, cyclists, public transit riders, and motorists (e.g. emergency services vehicles, goods delivery, etc.). The Complete Streets concept also relates to bringing greater clarity to decision-making processes such that social, economic and environmental priorities are considered and balanced in the design and construction of the entire right-of-way.

On May 7, 2013, City Council adopted Motion PW22.10 "Complete Streets," with amendments, requesting the Deputy City Manager, Cluster B, in consultation with the General Manager, Transportation Services and the Chief Planner and Executive Director, City Planning, to develop Complete Streets Guidelines and report back to the Public Works and Infrastructure Committee on an approach for developing these Guidelines. In response to concerns about the City's sewer and stormwater systems ability to manage severe storms, City Council adopted Motions PW25.7(4) and EX34.4 requesting a joint effort to review stormwater management best practices and develop 'green infrastructure' standards for the public right-of-way. Lastly, new approaches and standards embedded in the Accessibility Standards for the Built Environment (Part IV.I – Ontario. Reg. 191/11) under the Accessibility for Ontarians with Disabilities Act, 2005 (AODA) also present an opportunity and responsibility to integrate accessibility in the public right-of-way, with compliance on all newly constructed or redeveloped infrastructure required by January 1, 2016.

This staff report outlines and recommends an integrated approach to develop Complete Streets Guidelines for Toronto which reflects the above direction. The recommended approach is based on work conducted to date, including preliminary consultations with key internal and external partners and stakeholders, as well as research from other leading jurisdictions with similar guidelines. The recommended approach to developing Complete Streets Guidelines in Toronto includes the proposed purpose and scope of the Guidelines, how these Guidelines will fit within the context of existing City of Toronto policies and standards, estimated capital and operating costs, and how these Guidelines will be integrated in the city's multi-year capital coordination process, planned phases of work and associated timelines, governance structure, and resources. The resulting Guidelines are expected to provide a framework to improve decision-making processes and outcomes across Toronto's complex and diverse street system.

## **RECOMMENDATION**

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### **The Deputy City Manager, Cluster B recommends that:**

1. City Council direct the General Manager, Transportation Services together with the Chief Planner and Executive Director, City Planning to develop Complete Streets Guidelines using the integrated approach as outlined in Attachment 1.
2. City Council direct staff to report to the Public Works and Infrastructure Committee in 2015 on the Complete Streets Guidelines and on the completion of Phase 1: Development, Consultation and Delivery of Complete Streets Guidelines, with recommendations on the support which may be necessary for the implementation.

### **Financial Impact**

The development of the Complete Streets Guidelines will require retention of a consultant team and is expected to cost in the order of \$300,000 to \$350,000. The final figure will be generated through the competitive Request for Proposals process. The required funds are allocated in the budgets of partner Divisions as follows: approximately \$200,000 in Transportation Services' 2013 Capital Budget and approximately \$150,000 in City Planning's Growth Studies project in the 2014 Capital Budget. Funding for future phases of work identified through the development and/or implementation of the Guidelines will be considered as part of future Operating and Capital Budget processes for the above-mentioned and other partner Divisions.

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

## **DECISION HISTORY**

On May 7, 2013, City Council adopted Motion PW22.10, "Complete Streets," with amendments, requesting the Deputy City Manager, Cluster B, in consultation with the General Manager, Transportation Services and the Chief Planner and Executive Director, City Planning, to develop Complete Streets Guidelines and report back to the Public Works and Infrastructure Committee in the third quarter of 2013 on an approach for developing Complete Streets Guidelines in the City of Toronto.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2013.PW22.10>

In response to concerns about the City's sewer and stormwater systems to manage severe storms, City Council adopted Motion PW 25.7(4) requesting the General Manager, Toronto Water, the General Manager, Transportation Services, the Executive Director, Engineering and Construction Services, and the Chief Planner and Executive Director, City Planning to work together to develop "green infrastructure" standards for the public right-of-way for implementation in Transportation Services and Toronto Water capital projects with a target implementation date for the 2015 construction season.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2013.PW25.7>

City Council further requested the General Manager, Toronto Water to make a presentation to the Public Works and Infrastructure Committee before the end of 2013, on international best practices for stormwater management and green infrastructure, and on the Wet Weather Flow Master Plan, and authorize the General Manager, Toronto Water to invite and arrange for local and international experts to participate in the presentation EX34.4 (18).

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2013.EX34.4>

## **ISSUE BACKGROUND**

A good public realm is integral to the liveability of cities and communities. Streets are a significant aspect of the public realm and need to be designed and operated to enable access for all uses and users within the transportation system. This includes pedestrians of all ages and abilities, cyclists, transit riders and vehicles as well as "place making". Public and environmental health is supported by active transportation choices and by providing street trees and landscaping, as well as "green infrastructure" to manage stormwater within the right-of-way.

Toronto has a complex and diverse street system, whereby the size, use, character and priorities for each street vary across communities and the city as a whole. While it may not always be appropriate or viable to accommodate every type of use or user on every street, the goal is to build a city with a well-functioning street network that considers and balances social, economic and environmental priorities and provides every user group with modal choice, safe travel, and access to destinations. A second, and equally important goal of the Guidelines, will be to clarify internal roles and responsibilities

through clear decision-making protocols to coordinate the different interests and priorities of all City Divisions and ABCs that are affected by or influence street design and operations.

## **COMMENTS**

Toronto is not alone in struggling to address the many competing demands on its streets. The Complete Streets movement has gained momentum in cities across North America and globally. In keeping with other cities like New York and Chicago, on a project-basis, Toronto has already demonstrated and applied Complete Streets principles within both urban and suburban contexts. In addition to these real-life examples, the City has a number of existing policies and guidelines that provide a strong foundation in support of Complete Streets.

### **Official Plan Policy**

The Official Plan provides overarching policy direction regarding the diverse role of city streets. The concept of Complete Streets specifically is currently being introduced within the Official Plan's Transportation Review ("Feeling Congested"). The implementation of the Plan is further supported by a series of documents that address *specific components* of streets, such as the Streetscape Manual, the Bike Plan, Pedestrian Charter, Accessibility Design Guidelines, Walking Strategy, bylaws (e.g., the Streets Bylaw and work on harmonizing boulevard café and marketing bylaws), and more. While each of these documents supports aspects of street design, none cover the *entire* public right-of-way (i.e. the whole width of the street from property line to property line) or assist in the coordination of all of the aspects.

### **Geometric Road Designs and Construction Standards**

While there is some guidance from national and provincial policies, legislation, and guidelines (i.e. *1999 Transportation Association of Canada Geometric Design Guidelines*; the *Ontario Provincial Standards for Roads*; *Highway Traffic Act*; and the *Ontario Traffic Manual*), many local jurisdictions in Ontario and elsewhere in North America develop and adopt their own street geometric guidelines to reflect context-specific design standards, and to reduce the need to reinvent standards when new street projects or reconstruction opportunities present themselves. Toronto does not have comprehensive street design guidelines for all types of streets (with the exception of guidelines for sidewalk and boulevard improvements on arterial roads found in the Streetscape Manual and a standard for local streets in new subdivisions/developments called Development Infrastructure Policy and Standards (DIPS)).

### **Green Streets and Infrastructure**

The terms "Green Streets" and "Green Infrastructure" are used to describe opportunities for absorbing stormwater within the public right-of-way close to where it falls, rather than taking it all away in sewers. This concept was first proposed in Toronto with the adoption of the Wet Weather Flow Master Plan and Policy in 2003. A variety of

techniques are identified, such as pervious pavement, bio-swales, infiltration trenches, exfiltration or "leaky pipes" systems. The various techniques have different requirements for space, construction, cost and maintenance.

Currently Toronto does not have specific technical design standards for green infrastructure. Installations underway are being treated as pilot or demonstration projects and design specifications are being worked out on a project-by-project basis. The Complete Streets Guidelines will integrate planning for green infrastructure as part of the street design process. The detailed technical standards for road construction will be developed in tandem by Toronto Water, Engineering and Construction Services, City Planning and Transportation Services using the pilot projects and "best practices."

### **An Integrated Approach**

Complete Streets Guidelines will provide street design guidance in a cohesive manner that integrates the key policies, bylaws, standards and guidelines for the right-of-way, and uses the latest best practices. Since street design directly has an impact on the work, interests and operations of numerous City Divisions and ABCs, the Guidelines will provide an integrated set of tools and processes to inform, streamline and better coordinate decision-making on all street design and construction projects in the five-year capital plan.

The Guidelines themselves are not intended to identify new capital projects or pilots to revitalize existing streets, they will instead inform projects that are already identified in the capital program and be applied to facilitate improved outcomes. An important goal of the Guidelines will be to clarify internal roles and responsibilities with clear decision-making protocols and a unified approach to coordinate the different interests and priorities of all City Divisions and ABCs that are affected by or influence street design and operations.

The Complete Streets Guidelines will include direction on how to ensure different uses within the right-of-way are considered upfront in the street design process. As shown in Figure 1 (below) on the Policy Integration Framework, the development of Guidelines will be closely coordinated, and integrated with other initiatives influencing street design and management.

The Complete Streets Guidelines will be the unifying and "umbrella" document for street planning and design. A certain level of guidance will be provided in the Complete Streets Guidelines and where required, a greater level of detail will be provided in other documents such as: the AODA's Accessibility Standards for the Built Environment, the Official Plan Review, updated Wet Weather Flow and "Green Streets" or "Green Infrastructure" technical standards, work related to harmonizing Boulevard Marketing and Café By-laws, street food vending and updated street tree planting standards. These further details will support implementation of Complete Streets through regulations, technical standards, design options and other policies and procedures.

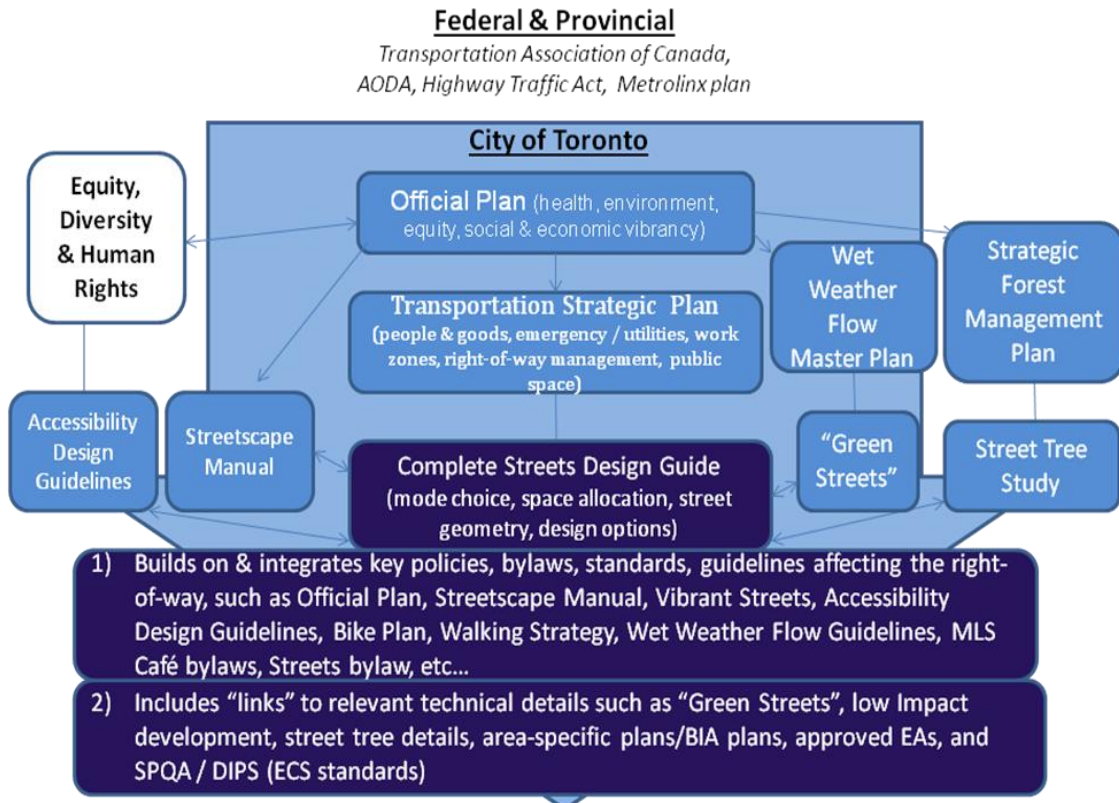


Figure 1 – Policy Integration Framework

## Work to Date

Following the Council decision in May, Transportation Services staff led a number of initial steps to research and consult on developing an approach for Complete Streets Guidelines in Toronto. Work to date includes:

1. **"Project Scoping" interviews** with senior staff from 15 City divisions and four external organizations to identify key issues and opportunities with partners and stakeholders that have overlapping interests and roles in implementing Complete Streets (e.g. linear infrastructure, wet weather flow, new development, streetscape design, operations, and capital planning) (refer to Attachment 2 for list of interviewees);
2. **A scan of precedents** from other leading jurisdictions (including those with similar climate and regulatory contexts): New York City, Philadelphia, Chicago, Calgary, Edmonton, Ottawa, and Waterloo, and a review of the National Complete Streets Coalition's 10 Policy Elements for Complete Streets (refer to Attachment 3);

3. **A preliminary list of relevant policies**, bylaws, plans, standards, and guidelines that affect Complete Streets, in order to assess what documents can be used as a foundation, where updates are needed, and where gaps exist;
4. **Early stakeholder engagement** through a focus group with key external groups, including those organizations named in the Council motion, and more (see Attachment 4 for list of invitees), and a presentation to the Disability Issues Committee of the City of Toronto; and
5. **Formulation of a Steering Committee and Technical Committee** to provide input to the development of Complete Streets Guidelines for Toronto (see Attachment 5 for list of members).

## **Recommended Approach to Develop Complete Streets Guidelines**

### **Purpose and Scope of the Guidelines**

Based on the background work – including research, interviews, and consultation, the recommended approach for Complete Streets Guidelines for Toronto is outlined below. It addresses the audience, purpose and scope of the Guidelines, as well as the types of projects where the Guidelines would apply:

#### **Audience (Who will use the Guidelines)**

- City staff in Divisions, ABCs and other partners and stakeholders involved in the design, building, and maintenance of streets; and
- External consultants, private developers, and community groups that would benefit from a user-friendly resource to understand the vision and guidelines for street design in Toronto.

#### **Purpose and Objectives (What the Guidelines will be and contain)**

- Establish a coordinated, interdivisional decision-making approach to streets that aligns their planning, design, construction, and management with the City's Official Plan policy objectives (e.g. city-building, universal accessibility, mobility and access, a healthy city, economic vibrancy, environmental sustainability, etc.);
- Provide street design guidance that enables modal choices for all road users, and that balances social, economic and environmental priorities, including the integration of "green infrastructure," café patios, street vending, street trees and street furniture, goods delivery, and other uses of the street;
- Provide context-sensitive design options and clear guidance for different rights-of-way, according to characteristics such as land use context, transportation networks, area-specific plans, functions/activities, and right-of-way widths; and
- Provide a resource that integrates key policies, bylaws, and standards affecting the right-of-way and contains updated best practices for Complete Streets design and management.

### **Types of Projects/Application (When and how would the Guidelines be used)**

- The Guidelines would apply to projects where streets are being reconstructed, resurfaced or retrofitted, such as capital projects, Municipal Class Environmental Assessments, Business Improvement Area (BIA) initiatives, and private/developer projects (e.g. sidewalk and boulevard improvements), as well as area-specific plans (e.g. development permit system, secondary plans, community improvement plans).

### **What will make up the Complete Streets approach for Toronto?**

Every jurisdiction examined has initiated some combination of the following:

- 1) Complete Streets policy;
- 2) Design Guidelines;
- 3) A public outreach and engagement strategy;
- 4) Application of the Complete Streets Guidelines to capital projects (of all sizes) with project evaluation/monitoring; and
- 5) Technical construction standards development.

The proposed approach for Toronto's Complete Streets will include a similar "family" of tools:

1. **Policy:** A Complete Streets policy vision will be developed as part of the current Official Plan Transportation Review ("Feeling Congested"), which will inform and be coordinated with the development of the Guidelines.
2. **Design Guidelines:** Complete Streets Guidelines will be developed to provide a "toolbox" of design options for the various uses/components of the right-of-way. The Guidelines will also establish a clear, coordinated process for applying a Complete Streets approach to all street design and construction projects, including coordination with the Municipal Class Environmental Assessment process for capital projects.

Development of the Guidelines will be coordinated and aligned with related initiatives influencing street design and management as described above under "An Integrated Approach."

The development of the Guidelines will also include a review of best practices, including precedent work from other jurisdictions, evidence-based health research from Toronto Public Health, and the National Complete Street's Coalition's 10 Policy Elements for Complete Streets (refer to Attachment 3).

In order to help illustrate what the Toronto Complete Streets Guidelines may contain, a list of precedents is provided within Attachment 6, including the NACTO Urban Street Design Guide and a selection of Complete Street



- Guidelines for other North American cities. Each city has taken a somewhat different approach depending upon their specific needs and priorities and the extent to which related aspects are covered in other documents.
3. **Public Outreach and Engagement:** Consultation to develop the Complete Streets Guidelines, and to train and build capacity internally and externally for applying the Guidelines;
  4. **Application of Complete Streets and Evaluation/Monitoring:** A process for using the Guidelines to better coordinate street design and monitoring the results; and
  5. **Updated Construction Standards:** An ongoing inventory of updated engineering and construction standards to reduce the time and resources currently spent developing project-by-project solutions.

### **Timeline and Phases of Work**

Based on the jurisdictional scan, Complete Streets is still a relatively new phenomenon and implementation is in its infancy. In order to create a "living" document that is responsive to a changing context of emerging best practices, the development and implementation of Complete Streets in Toronto is proposed in three phases of work.

This staff report recommends endorsement from City Council on the first phase of work, which is to develop and produce the Complete Streets Guidelines, forecasted at 18 months to 2 years to completion. The second and third phases are proposed as focusing on training and outreach, and application and monitoring, and are subject to future modifications based on what is learned in the initial process of developing the Guidelines.

#### **Phase 1: Development, Consultation, and Delivery of Complete Streets Guidelines (2014-2015)**

- a) Stakeholder consultation strategy (more details below).
- b) Strategy and content oversight through an interdivisional Steering Committee, Technical Committees as required, and a Core Working Group.
- c) Research, content development, best practices, design/layout, and visualizations by a consultant (via requests for information and/or proposals) to produce the Guidelines.
- d) Develop strategy for implementation and monitoring of the Guidelines.
- e) Recommend additional tools/resources needed to implement/support the Guidelines.

### **Phase 2: Training, Outreach, and Revisions (2015-2016)**

- a) Capacity-building through development and roll-out of training and outreach for key staff and external partners/stakeholders implementing the Guidelines.
- b) Development of additional tools/resources identified in phase 1 (e.g. web-based application to help inform the use the Guidelines, updated inventory of technical, engineering and construction design standards, etc.).
- c) Updates to the Guidelines or to relevant existing policies, bylaws, standards, and guidelines as required to support consistency, (e.g. expand Guideline content to include operational issues, such as enforcement, maintenance, time of day, and construction work zones).

### **Phase 3: Implementation and Monitoring (2016-2018)**

- a) Monitoring and evaluation of the use of the Guidelines, including data collection and metrics for key capital projects.
- b) Further updates to the Guidelines, and related technical, engineering and construction design standards etc. as required by the results of the monitoring and evaluation.

### **Project Management and Collaboration**

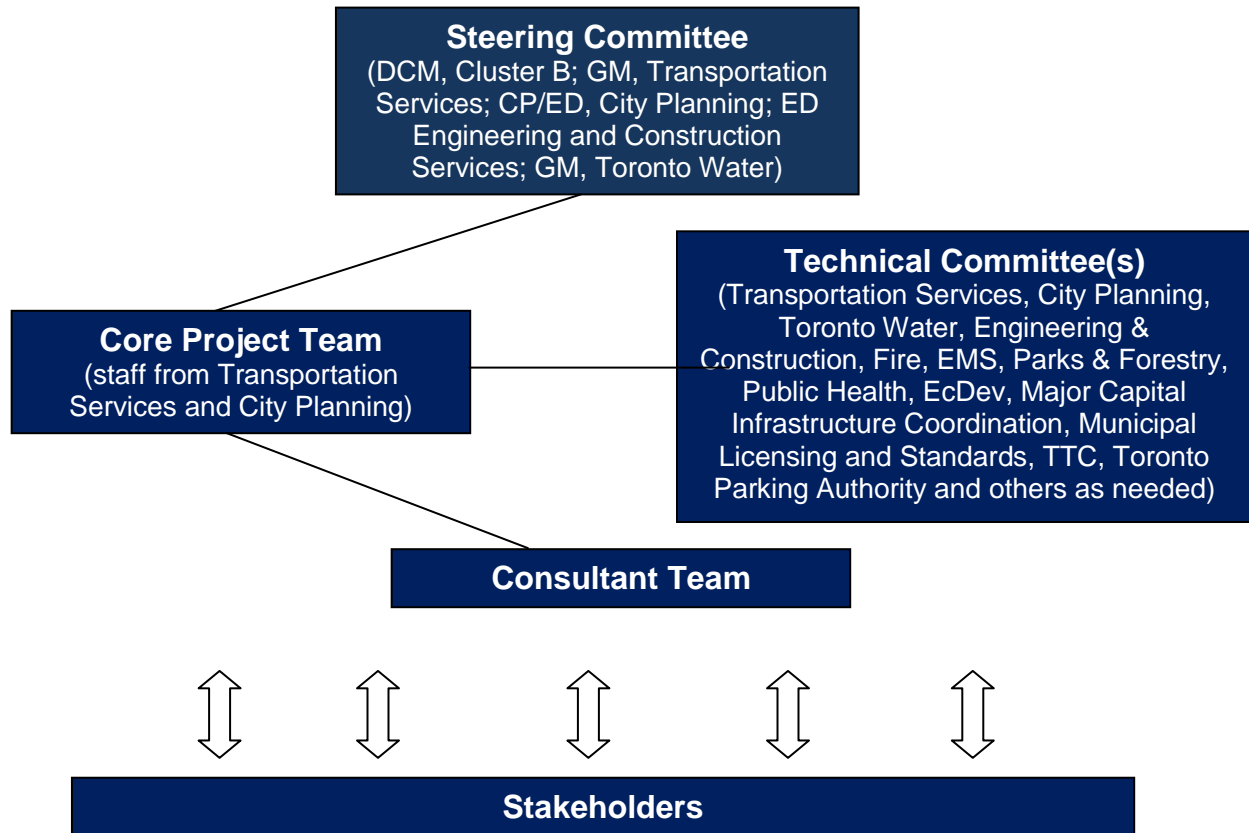
A Complete Streets Steering Committee has been established (refer to Attachment 5), comprising the Deputy City Manager, Cluster B; General Manager of Transportation Services; Chief Planner and Executive Director of City Planning; General Manager of Toronto Water; Executive Director of Engineering and Construction Services; and Complete Streets Project Manager.

A Core Project Team, consisting of a "Complete Streets" project manager and project-lead staff from Transportation Services and City Planning will be established to carry out direction from the Steering Committee and manage the day-to-day work of developing the Guidelines together with the hired Consultant team.

A Technical Committee is also identified (refer to Attachment 5) to support and advise the Steering Committee and Core Project Team, including key Divisional and ABC partners involved in the planning, design, construction and management of the right-of-way: City Planning; Economic Development and Culture; Engineering and Construction Services; Major Capital Infrastructure Coordination; Municipal Licensing and Standards; Parks, Forestry and Recreation; Toronto Fire Services; Toronto Public Health; Toronto Water; Transportation Services; TTC; Toronto Parking Authority; and others as needed.

As the development of Complete Streets Guidelines progresses, additional Divisional and ABC representatives, as well as external partners and stakeholders will be engaged and committees may be created on specific subject matter areas as appropriate.

### Proposed Management Structure for Complete Streets Approach



### Project Funding and Delivery

About \$300,000 to \$350,000 from partner Divisions (i.e. Transportation Services and City Planning) has been earmarked to hire a consultant to produce the Complete Streets Guidelines. The precise study budget and scope of work including team expertise, tasks, schedule and deliverables will be determined by the Steering Committee and Core Project Team through the development of a detailed work program and competitive Request for Information/Proposals.

The Consultant team is anticipated to be multi-disciplinary, including expertise on subject matter areas such as accessibility, sustainability, transportation and traffic planning and operations, civil/transportation engineering, urban design, landscape architecture, urban planning, graphics, data, mapping, metrics, visualization, and public consultation.

The Guidelines will focus on physical street design, and the consultant will be expected to develop content, using best practices on modal choice, space allocation, street geometry, design options for different right-of-way contexts, and decision-making mechanisms. The Consultant team will be expected to respond to and incorporate input from the Steering Committee, Core Project Team and Technical Committee(s), as well as participate in and incorporate feedback from internal and external partner and stakeholder consultations.

## **Stakeholder Engagement**

Complete Streets affects many different interests, partners, agencies and stakeholders. The Public Consultation Unit facilitated the early stakeholder engagement process and will continue to support consultation activities throughout the development of the Guidelines together with the Consultant team as determined through the scope of work within the Request for Proposals.

It is envisioned that external stakeholders, including community groups and professional associations, as well as internal stakeholders such as Councillors and staff from affected City Divisions/ABCs will be engaged at key milestones, providing input on issues such as the following:

- Vision and principles of Complete Streets in a Toronto context, and the strategy/work plan and scope of the Guidelines (e.g. overview of topics);
- Draft of the Complete Streets Guidelines and/or draft key components, and final Complete Streets Guidelines; and
- Any relevant later phases, such as training, outreach, and education, and application and monitoring of the implementation of the Guidelines.

## Conclusion

Complete Streets Guidelines will provide a vision and process that fully considers the accommodation of all users and uses of city streets, so that every user group has access to a well-functioning network that provides modal choice, safe travel, and access to destinations. The Guidelines will also seek to balance and coordinate different interests and priorities with a clear decision-making framework for the numerous City Divisions and ABCs involved in street design, construction and operations.

## CONTACTS

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## SIGNATURE

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John Livey  
Deputy City Manager, Cluster B

## ATTACHMENTS

- Attachment 1: Integrated Approach to the Development of Complete Streets Guidelines
- Attachment 2: Internal Partners and Other Jurisdictions Engaged through 'Scoping'  
Interviews
- Attachment 3: 10 Policy Elements
- Attachment 4: External Stakeholders Engaged through Focus Group
- Attachment 5: Steering Committee and Technical Committee
- Attachment 6: Precedent Studies and Documents

## Integrated Approach to the Development of Complete Streets Guidelines

Complete Streets Guidelines will provide street design guidance in a cohesive manner that integrates the key policies, bylaws, standards and guidelines for the right-of-way, and uses the latest best practices.

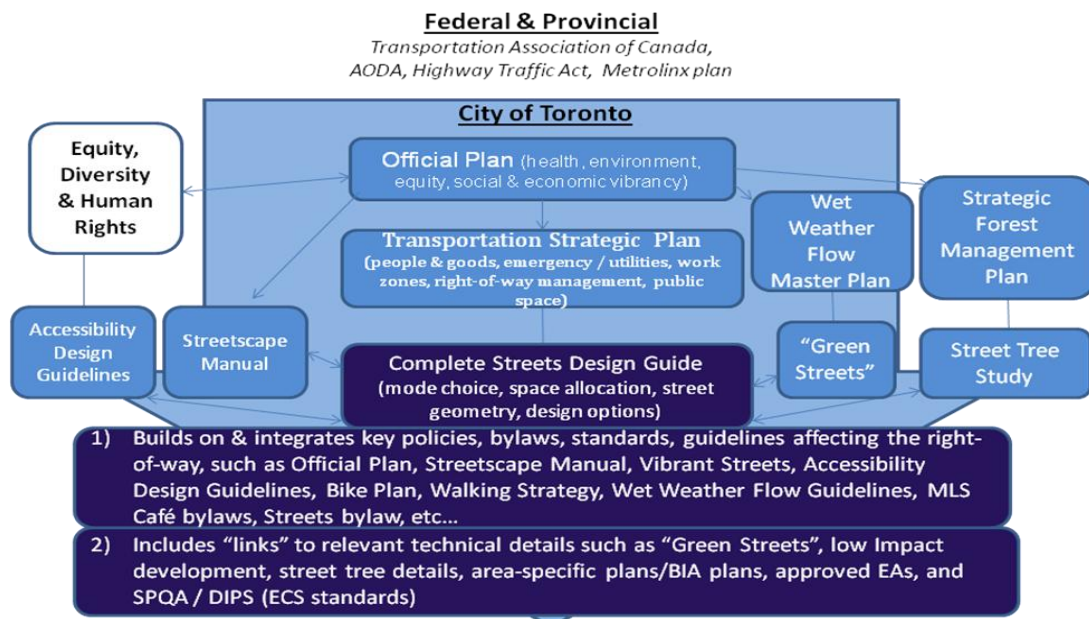
The Guidelines will provide an integrated set of tools and processes for City Divisions and ABCs to inform, streamline and better coordinate decision-making on all street design and construction projects in the five-year capital plan.

The Guidelines themselves are not intended to identify new capital projects or pilots but will inform projects that are already identified in the capital program and be applied to facilitate improved outcomes. The Guidelines will clarify internal roles and responsibilities with clear decision-making protocols and a unified approach to coordinate the different interests and priorities of all City Divisions and ABCs that are affected by or influence street design and operations.

The Complete Streets Guidelines will include direction on how to ensure different uses within the right-of-way are considered upfront in the street design process. As shown in the Policy Integration Framework, the development of Guidelines will be closely coordinated, and integrated with other initiatives influencing street design and management.

The Complete Streets Guidelines will be the unifying and "umbrella" document for street planning and design. A certain level of guidance will be provided in the Complete Streets Guidelines and where required, a greater level of detail such as regulations, technical standards, design options and other policies and procedures will be provided in other documents to support the implementation of Complete Streets.

### POLICY INTEGRATION FRAMEWORK



**Internal Partners and Other Jurisdictions  
Engaged through 'Scoping' Interviews**

**City of Toronto Divisions:**

Economic Development & Culture; Business Improvement Areas  
Emergency Medical Services  
Engineering & Construction Services  
Fire Services  
Major Capital Infrastructure Coordination  
Municipal Licensing & Standards  
Parks, Forestry & Recreation  
Public Consultation Unit  
Toronto Public Health  
Toronto Water  
Transportation Services

**Partner Agencies & External Organizations:**

Building Industry and Land Development Association  
Metrolinx  
Toronto Centre for Active Transportation  
Toronto Transit Commission (TTC)

**Other Jurisdictions:**

Calgary: Transportation Planning  
Chicago: Chicago Department of Transportation  
Edmonton: Policy Implementation & Evaluation, Transportation Services  
Ottawa: Strategic Planning Unit, Transportation  
New York City: Traffic & Planning, Department of Transportation  
Philadelphia: Mayor's Office of Transportation and Utilities

As the development of Complete Streets Guidelines proceeds, additional divisions and partners will be included, such as the Toronto Parking Authority, Toronto Hydro, and others.

## **10 Policy Elements**

The National Complete Streets Coalition is an American organization comprising public interest groups and professional organizations working towards the adoption and effective implementation of Complete Streets policies at the local, state and federal levels. The coalition has 10 fundamental policy elements, which are meant to guide governments through the process of developing a Complete Streets policy. These are:

- 1) Includes a vision for how and why the community wants to complete its streets.
- 2) Specifies that ‘all users’ includes pedestrians, bicyclists and transit passengers of all ages and abilities, as well as trucks, buses and automobiles.
- 3) Applies to both new and retrofit projects, including design, planning, maintenance, and operations, for the entire right of way.
- 4) Makes any exceptions specific and sets a clear procedure that requires high-level approval of exceptions.
- 5) Encourages street connectivity and aims to create a comprehensive, integrated, connected network for all modes.
- 6) Is adoptable by all agencies to cover all roads.
- 7) Directs the use of the latest and best design criteria and guidelines while recognizing the need for flexibility in balancing user needs.
- 8) Directs that Complete Streets solutions will complement the context of the community.
- 9) Establishes performance standards with measurable outcomes.
- 10) Includes specific next steps for implementation of the policy.

As directed in the Council motion, these 10 elements will be used in the consideration of the scope and content of the Complete Streets Guidelines.



## External Stakeholders Engaged through Focus Group

A Complete Streets Strategy Focus Group met on September 23, 2013, 2-5 p.m. at City Hall.

### **Attendees:**

Architecture for Humanity\*  
Canadian Automobile Association  
Cycle Toronto\*  
Public Space Workshop  
Share the Road Coalition\*  
Toronto Association of Business Improvement Areas (TABIA)  
Toronto Centre for Active Transportation\*  
Toronto Public Health  
Toronto Society of Architects  
Toronto Transit Commission Riders Community\*  
Walk Toronto\*

### **Regrets:**

8-80 Cities\*  
Academic Community  
Canadian Courier & Logistics Association  
Ontario Association of Landscape Architects  
Ontario Traffic Council  
Toronto Atmospheric Fund

\* Organizations noted in the Council motion.

Note: A presentation was made to the Disability Issues Committee on September 26, 2013 for discussion on Complete Streets.

As the development of Complete Streets Guidelines proceeds, additional external stakeholders, including community groups and professional associations will be engaged at key milestones (refer to "Stakeholder Engagement" section in the report).

**Steering Committee and Technical Committee**

**Steering Committee Members**

- Deputy City Manager, Cluster B
- General Manager, Transportation Services
- Chief Planner & Executive Director, City Planning
- General Manager, Toronto Water
- Executive Director, Engineering and Construction Services

**Technical Committee Members** (others to be added as identified/needed)

**Transportation Services:**

- Infrastructure/Road Operations
- Traffic Planning/Traffic Operations/Right-Of-Way Management
- Transportation Infrastructure Management

**City Planning**

- Transportation Planning
- Urban Design
- Strategic Initiatives, Policy & Analysis

**Economic Development and Culture**

- BIA Office

**Engineering and Construction Services**

- Engineering and Construction, and Capital Works Delivery

**Major Capital Infrastructure Coordination**

**Municipal Licensing and Standards**

- Policy and Strategic Support

**Parks, Recreation, and Forestry**

- Urban Forestry

**Toronto Fire Services**

**Toronto Parking Authority**

**Toronto Public Health**

- Healthy Public Policy

**Toronto Transit Commission**

**Toronto Water**

## Precedent Studies and Documents

City of Boston – Boston Complete Streets: Design Guide

<http://bostoncompletestreets.org/>

City of Calgary – Interim Complete Streets Guide

<http://www.calgary.ca/Transportation/TP/Documents/CTP2010/2011-interim-complete-streets-guide.pdf>

City of Chicago – Chicago Complete Streets

<http://chicagocompletestreets.org/>

City of Edmonton – Complete Streets Guidelines

[http://www.edmonton.ca/city\\_government/city\\_vision\\_and\\_strategic\\_plan/complete-streets.aspx](http://www.edmonton.ca/city_government/city_vision_and_strategic_plan/complete-streets.aspx)

National Association of City Transportation Officials (NACTO) – Urban Street Design Guide

<http://nacto.org/usdg/>

City of Philadelphia – Complete Streets Design Handbook

<http://www.philadelphiastreet.com/complete-streets-handbook/the-handbook>

San Francisco – Better Streets San Francisco

<http://www.sf-planning.org/ftp/BetterStreets/index.htm>

New York City – Street Design Manual

<http://www.nyc.gov/html/dot/downloads/pdf/nycdot-streetdesignmanual-interior.pdf>