

# Complete Streets Guidelines

## TERMS OF REFERENCE

### *Stakeholder Advisory Group*

#### **1. Purpose of the SAG Terms of Reference**

This document outlines the role of the Stakeholder Advisory Group (SAG) for the Complete Streets Guidelines, and includes guidelines for how the SAG will operate and when meetings will take place. This document may be amended as the project progresses. Any amendments to the Terms of Reference (TOR) will be done in consultation with the Project Team (Core Project Team and Consultant Team) and SAG members.

#### **2. SAG Mandate**

The SAG is a non-political advisory body with a mandate to provide a forum for feedback, guidance, and advice to the Core Project Team and the Consultant Team at key points during the process of developing the Complete Streets Guidelines.

#### **3. SAG Work Plan**

The Project Team has planned for up to seven meetings with the SAG over a period of about nine months. These meetings may be planned as workshops, interviews, or working sessions with all or some members of the SAG based on the topic at hand.

#### **4. Membership and Selection Criteria**

The SAG is composed of up to 80 interested and affected organizations representing a range of interests and expertise related to Toronto's streets. Organizations that have not been previously engaged in the project are subject to the selection criteria developed by the Project team to ensure a balanced representation of diverse interests.

#### **5. SAG Term**

The SAG is convened for the duration of this project. The SAG will cease to exist with the completion of this project, which is marked by the presentation of the Complete Streets Guidelines to the Steering Committee by the end of the year 2015.

#### **6. Decision Making**

As an advisory group, the SAG will operate using a consensus-based approach, where members provide advice to the Project Team. In a consensus-based approach, participants openly discuss ideas, perspectives, and viewpoints; seek to develop common ground; and narrow areas of disagreement to the best of their ability. Differing viewpoints and opinions will be documented in SAG meeting notes.

#### **7. Roles and Responsibilities**

The SAG reports its advice and recommendations to the City of Toronto and the Consultant Team with the assistance of an independent facilitator.

#### **SAG members will:**

- Review these Terms of Reference;
- Advise the Project Team of their organization's / community's / constituency's perspectives relating to this project;

- Provide advice, feedback, and perspectives on the content and process related to the Complete Streets Guidelines offered by the Project Team, SAG members, or others;
- Help the SAG operate effectively by offering suggestions and alternatives to issues, concerns, and problems;
- Attempt to anticipate potential problems and offer options for resolving them;
- Communicate SAG discussions back to their organizations and constituencies;
- Review all relevant project materials and provide feedback, advice, and perspectives;
- Attend the SAG meetings whenever possible; and
- Review the results of SAG discussions to ensure meetings are accurately recorded in records or in additional reports that members may determine are needed.

**Project Team members from the City’s Core Team and the Consultant Team will:**

- Strive to provide accurate, understandable information to SAG members such that they can contribute informed advice and recommendations;
- Help the SAG function effectively by providing information, 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 project and the Guidelines; and
- Post summary reports of each SAG meeting along with presented materials on the City’s website.

**The independent facilitation team will:**

- Provide facilitation services for SAG meetings, including organizing and documenting meetings;
- Develop meeting agendas in consultation with the Project Team and the SAG;
- Facilitate SAG meetings.

**8. Reporting Relationship**

The SAG 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 SAG, members are not expected to waive their rights to participate in the democratic process and may continue to participate through other channels.

**9. Media Contact**

Individual SAG members’ opinions are not necessarily representative of the views of the entire SAG. In the event that individual SAG members receive media enquiries about opinions expressed by the SAG, such inquiries should be referred to Adam Popper, Project Manager at the City of Toronto at [apopper@toronto.ca](mailto:apopper@toronto.ca) or at 416-392-8234.

**10. Conflict of Interest**

Every SAG member has a duty to promptly report any conflict of interest with the City of Toronto to the Project Team. The City of Toronto may deny a SAG membership to avoid, neutralize, or mitigate an actual, perceived, or potential conflict of interest. If a SAG member fails to promptly disclose the existence of any conflict of interest, the City of Toronto may in its sole discretion terminate the SAG member's membership.

## **11. Freedom of Information and Protection of Privacy**

Please note that all information will be used in accordance with the *Freedom of Information and Protection of Privacy Act* and the *Access to Information Act*. With the exception of personal information, all information provided through the SAG process will form part of the public record including the names of SAG member organizations.