

# TORONTO TRANSIT COMMISSION REPORT NO.

**MEETING DATE:** December 19, 2013

**SUBJECT:** PLANNING AND CONSULTATION PROCESS FOR  
SECOND EXITS – EVALUATION FRAMEWORK

## **ACTION ITEM**

---

### **RECOMMENDATION**

It is recommended that the Board:

1. endorse the evaluation framework submitted by the Expert Advisory Panel on Second Exits;
2. direct staff to report back to the Board on the next phase of the second exit planning and consultation process as it relates to local working groups, incorporating the recommendations of the Expert Advisory Panel on Second Exits; and
3. thank the panel for their effort and commitment to this project.

### **FUNDING**

The recommendation of this report does not have any financial impact.

### **BACKGROUND**

At its meeting of February 25, 2013, the Board endorsed the new second exit planning and consultation process, including the establishment of a panel of third party experts to develop the evaluation framework for recommendation to the TTC Board.

At a subsequent meeting, on September 25, 2013, staff reported to the Board that an expert advisory panel had been convened and had started meeting to develop an evaluation framework that would serve as the guide for local working groups to assess potential locations for second exits.

### **DISCUSSION**

The TTC's new second exit planning and consultation process includes three distinct phases:

- Phase 1: Develop second exit evaluation framework by expert advisory panel  
Phase 2: Recommend second exit locations through local working groups with review by the expert advisory panel  
Phase 3: Design of second exit

The second exit planning and consultation process involved the convening of the expert advisory panel to develop the evaluation framework for locating second exits, providing for meaningful public input and including public education.

The Expert Advisory Panel on Second Exits includes:

- Jay Young, Ph.D., Chair (Transit Historian)
- Calvin Brook (Urban Designer/Architect)
- Ian Dickson (Customer Experience Expert)
- Wayne McEachern (Land Use Planner)
- Simon Rees (Construction Expert; Donlands Resident)
- Kim Storey (Urban Designer/Architect)

The panel began meeting on September 9, 2013 and has met eight times since then. The second meeting was a technical briefing by TTC's Chief Architect Adrian Piccolo and a site visit at the newly opened Dufferin Station second exit. Since that time, the panel has spent their time developing the evaluation framework that was presented to the public.

TTC staff recognize that the panel committed considerable time and effort to provide thoughtful deliberation to develop the evaluation framework. The panel recognized the complexity and sensitivity involved in balancing safety, community impact, cost and customer experience in locating second exits. This is reflected in the expert advisory panel's report and recommended evaluation framework, attached as Appendix A.

### PUBLIC CONSULTATION

A public consultation on the draft second exit evaluation framework was held at St. Paul's Bloor Street Church on November 19, 2013.

The presentation (Appendix B) given at the public meeting included an overview about the need for second exits and the issues involved in locating them. This presentation was posted on the TTC website as a narrated video, along with the draft framework and the feedback form. The public was invited to watch the video, read through the framework and provide comments.

The panel revised the framework to respond to public input, which reinforced the challenges involved in locating second exits, particularly in residential neighbourhoods.

### OTHER RECOMMENDATIONS OF THE EXPERT ADVISORY PANEL ON SECOND EXITS

The report of the Expert Advisory Panel on Second Exits includes recommendations on two related areas - local working groups and entrances. In light of these recommendations:

- TTC staff will continue to develop the second exit planning and consultation process and will report back to the Board on the local working group process.
- TTC staff are reviewing standards for second exits and will report back on possible changes that could allow second exits to also serve as entrances, including possible impact on cost, schedule, property acquisition and maintenance.

### LOCAL WORKING GROUPS

TTC will report back to the Board in early 2014 on a process for local working groups to assess locations of second exits at the individual stations. The local working groups will be supported by TTC staff and consultants.

The local working group recommendations for second exit locations will be reviewed by the expert advisory panel with respect to consistence with the evaluation framework and TTC staff with respect to engineering, constructability, safety, cost, and schedule. The TTC Board will be asked to make a decision on the second exit locations based on the local working group recommendation and TTC staff review and concurrence.

### JUSTIFICATION

The evaluation framework developed by the Expert Advisory Panel on Second Exits will guide the TTC in planning and locating second exits.

-----

87-02-11  
03078-5-77

Attachments: Appendix A – Expert Advisory Panel on Second Exits – Report and Evaluation Framework  
Appendix B – Presentation from November 19, 2013  
Appendix C – Consultation Report – Argyle Communications

# Report of Expert Advisory Panel on Second Exits to the TTC - Evaluation Framework

December 5, 2013

## 1. Introduction

The TTC is adding second exits to a number of existing stations to enhance safety for customers and staff, providing an additional way out of subway stations in case of emergency. Second exits also improve customer convenience. In 2002, 14 subway stations were identified as “priority” for new second exits. Of those 14, eight still need to be completed: Chester, College, Donlands, Dundas, Dundas West, Greenwood, Museum and Summerhill.

At its meeting of February 25, 2013, the TTC Board endorsed a new Second Exit Planning and Consultation Process that included

“The development of an evaluation framework by third party experts, with input from the public, (to) provide an objective approach for planning second exits and educating the public through the process.”

The panel consisted of:

- Jay Young, Ph.D., Chair (Transit Historian)
- Calvin Brook (Urban Designer/Architect)
- Ian Dickson (Customer Experience Expert)
- Wayne McEachern (Land Use Planner)
- Simon Rees (Construction Expert; Donlands Resident)
- Kim Storey (Urban Designer/Architect)

The panel held its first meeting on September 9, and met throughout the fall to develop the draft Second Exit Evaluation Framework. Meetings included a site visit and technical briefing on the newly completed second exit at Dufferin Station and brainstorming Framework ideas with the facilitation assistance of a third party consultant. Nine Expert Advisory Panel meetings were held: September 9, September 17 (*Dufferin Station Second Exit technical briefing and site tour*), September 24, October 8, October 22, October 29, November 5, November 12 and December 4.

On November 19, a consultation was held for the public to review and provide feedback on the draft Evaluation Framework. The presentation, draft Framework and feedback form were posted on ttc.ca to solicit more public feedback. That feedback has been consolidated into the attached Consultation Report.

The Expert Advisory Panel on Second Exits revised the Evaluation Framework to reflect the issues raised by members of the public.

## **2. Evaluation Framework**

The Expert Advisory Panel on Second Exits recommends that the TTC use the attached Evaluation Framework to guide Local Working Groups in identifying and evaluating second exit location options and recommending a location for the second exit in their community.

## **3. Other Recommendations**

Although the mandate of the Expert Advisory Panel on Second Exits was to develop the Evaluation Framework, we are putting forward recommendations on two related issues.

### **a. Recommendations re: Local Working Groups**

- That TTC hold introductory community meetings for each station requiring a second exit under this process
- That meetings of the Local Working Groups be open to the public
- That the Expert Advisory Panel on Second Exits participate in the selection process of Local Working Group members
- That the Local Working Groups be representative of their communities to the extent possible
- That the Local Working Groups be given specified timelines in which to complete their work of identifying and evaluating location options and recommending a location for second exits
- That each Local Working Group have at least one member of the Expert Advisory Panel on Second Exits available to them as a resource

### **b. Recommendation re: Entrances**

- The Expert Advisory Panel on Second Exits recommends that the TTC consider making the Second Exits into entrances, where appropriate.

## EVALUATION FRAMEWORK

<b>SUMMARY TABLE</b>				
	<b>CATEGORIES</b>	<b>OPTION 1 EVALUATION (ranking)</b>	<b>OPTION 2 EVALUATION (ranking)</b>	<b>OPTION 3 EVALUATION (ranking)</b>
<b>S</b>	Safety			
<b>LC</b>	Local Community Impact – Second Exit			
<b>C</b>	Local Community Impact - Construction			
<b>CE</b>	Customer Experience			
<b>\$</b>	Cost			
	<b>Overall Evaluation (highest is best)</b>			

<b>S SAFETY</b>						
	<b>CRITERIA</b>	<b>FACTORS</b>	<b>OPTION 1</b>	<b>EVALUATION</b>	<b>OPTION 2</b>	<b>EVALUATION</b>
<b>S1</b>	Second Exit location on platform: distance from existing exit	<ul style="list-style-type: none"> <li>All evaluated options must be more than 25 metres from the existing exit. Rank the options according to their location on platform, based on their distance from the existing exit (farther is preferable).</li> </ul>				
<b>S2</b>	Second Exit location on platform: distance to end of platform	<ul style="list-style-type: none"> <li>Rank the options according to their location on platform, based on their distance to the end of the platform (closer is preferable).</li> </ul>				
<b>S3</b>	Distance from platform to outside	<ul style="list-style-type: none"> <li>Rank the options according to the distance from platform to outside (less distance is preferable).. Consider that greater distance requires additional fire/life safety design and equipment.</li> </ul>				
<b>S4</b>	Customer security	<ul style="list-style-type: none"> <li>Rank the security of the options according to their point of exit on surface. Consider such factors as:               <ul style="list-style-type: none"> <li>The exit location and waiting area is well-lit, highly visible and safe. (For example: Is the exit on a busy main street, a residential street, a park, and/or laneway or other kind of secondary route?)</li> <li>The route is clear, easy and legible.</li> <li>The route to the surface includes a long underground tunnel.</li> </ul> </li> </ul>				
	<b>Total score:</b>					
	<b>Comparative Rank: (highest is best)</b>					

LC	<b>LOCAL COMMUNITY IMPACT – SECOND EXIT</b>					
	CRITERIA	FACTORS	OPTION 1	EVALUATION	OPTION 2	EVALUATION
LC1	Economic impact	<ul style="list-style-type: none"> <li>• Rank the options according to their ability to have a generally positive impact on local businesses.</li> </ul>				
LC2	Social impact	<ul style="list-style-type: none"> <li>• Rank the options according to their ability to have a generally positive impact on the local community. Consider such factors as:               <ul style="list-style-type: none"> <li>○ Whether the location will have a negative impact on traffic flow for nearby residents;</li> <li>○ Whether the location will easily allow for a surface exit that blends into the existing neighbourhood.</li> <li>○ Whether the location will result in noise-related and safety problems for nearby residents.</li> </ul> </li> </ul>				
LC3	Public stakeholders	<ul style="list-style-type: none"> <li>• Rank the options according to their relationship with public stakeholders. Consider such factors as:               <ul style="list-style-type: none"> <li>○ Conformity to and/or support for City of Toronto planning initiatives such as Area Studies and Neighbourhood Studies;</li> <li>○ Any opportunity raised by public partners (City, School Board, Province, etc.).</li> </ul> </li> </ul>				
LC4	Property requirements	<ul style="list-style-type: none"> <li>• Rank the options according to property requirements. Consider factors such as:               <ul style="list-style-type: none"> <li>○ Cost;</li> </ul> </li> </ul>				

		<ul style="list-style-type: none"> <li>○ Potential division of property;</li> <li>○ Impact on immediate neighbours and property owners.</li> </ul>				
<b>LC5</b>	Effect on property value	<ul style="list-style-type: none"> <li>● Rank the options according to their impact on property values.</li> </ul>				
<b>LC6</b>	Streetscape	<ul style="list-style-type: none"> <li>● Rank the options according to their potential to provide good architecture and urban design. Consider factors such as: <ul style="list-style-type: none"> <li>○ Whether the location will easily allow for a surface exit design that complements the existing community context;</li> <li>○ Whether the location provides the opportunity for a surface exit design that may serve as an architectural centerpiece for the local community;</li> <li>○ Whether the location provides the opportunity to improve awareness of local heritage landmarks and public art;</li> <li>○ The possibility to integrate with existing and possible new buildings.</li> </ul> </li> </ul>				
<b>LC7</b>	Mobility	<ul style="list-style-type: none"> <li>● Rank the options according to their ability to have a generally positive impact on mobility. Consider factors such as: <ul style="list-style-type: none"> <li>○ Ability to improve the pedestrian experience;</li> <li>○ If desirable, the ability to serve as a transit customer pickup;</li> <li>○ If desirable, the ability to facilitate improved cycling amenities such as bike racks and secure storage</li> </ul> </li> </ul>				

		lockers.				
<b>LC8</b>	Traffic	<ul style="list-style-type: none"> <li>• Rank the options according to their potential impact on local traffic and/or street parking.</li> </ul>				
<b>LC9</b>	Vegetation	<ul style="list-style-type: none"> <li>• Rank the options according to their ability to have a generally positive impact on local vegetation. Consider factors such as: <ul style="list-style-type: none"> <li>○ Mitigation of damage to vegetation during construction;</li> <li>○ Retention of vegetation of exceptional quality such as mature trees;</li> <li>○ Replanting opportunities near surface exit location.</li> </ul> </li> </ul>				
	<b>Total score:</b>					
	<b>Comparative Rank: (highest is best)</b>					

<b>C LOCAL COMMUNITY IMPACT - CONSTRUCTION</b>						
	<b>CRITERIA</b>	<b>FACTORS</b>	<b>OPTION 1</b>	<b>EVALUATION</b>	<b>OPTION 2</b>	<b>EVALUATION</b>
<b>C 1</b>	Impact on local community	<ul style="list-style-type: none"> <li>• Rank the options according to the construction impact on the local community. Less disruption is preferable. Consider factors such as:               <ul style="list-style-type: none"> <li>○ Pedestrian, traffic, and parking disruption ;</li> <li>○ Noise and dust impact;</li> <li>○ Use of extensive hoarding and barrier installation requirements;</li> <li>○ Sensitive uses in the local community;</li> <li>○ Utility disruption impacts on local community;</li> <li>○ Availability of locations for temporary material and equipment storage required for construction.</li> </ul> </li> </ul>				
<b>C 2</b>	Construction timeline	<ul style="list-style-type: none"> <li>• Rank the options in terms of their respective lengths of construction. Less time is preferable.</li> </ul>				
<b>C 3</b>	Impact on local economic activity	<ul style="list-style-type: none"> <li>• Rank the options according to their ability to have a minimal negative impact on the local businesses during construction. Consider such factors as:               <ul style="list-style-type: none"> <li>○ Pedestrian, traffic and parking disruption;</li> <li>○ Noise and dust impact;</li> <li>○ Access restrictions for local businesses.</li> </ul> </li> </ul>				
	<b>Total score:</b>					
	<b>Comparative Rank: (highest is best)</b>					

CE	<b>CUSTOMER EXPERIENCE</b>					
	CRITERIA	FACTORS	OPTION 1	EVALUATION	OPTION 2	EVALUATION
CE1	Entrance	<ul style="list-style-type: none"> <li>Rank the options according to their potential as a future entrance.</li> </ul>				
CE2	Ease of use	<ul style="list-style-type: none"> <li>Rank these options according to their ability to provide a useful, easy exit.</li> </ul>				
CE3	Proximity to amenities	<ul style="list-style-type: none"> <li>Rank the options according to their ability to provide improved access to amenities. Consider:               <ul style="list-style-type: none"> <li>Major destinations in the community, including but not limited to post-secondary institutions, museums and other cultural amenities, and hospitals;</li> <li>Local destinations in the community, including but not limited to parks, schools, recreational facilities, and shopping districts</li> </ul> </li> </ul>				
CE4	Improved station functions	<ul style="list-style-type: none"> <li>Rank the options according to their ability to improve the functions of the station. Consider factors such as:               <ul style="list-style-type: none"> <li>Improves general passenger flow;</li> <li>Helps distribute traffic volume during peak periods;</li> <li>Improves prominence of TTC facility in the local community;</li> <li>Potential to provide greater connection between transit modes.</li> </ul> </li> </ul>				
	<b>Total score:</b>					
	<b>Comparative Rank: (highest is best)</b>					

<b>COST</b>						
\$	CRITERIA	FACTORS	OPTION 1	EVALUATION	OPTION 2	EVALUATION
\$	Total cost	<p><b>Estimated comparative cost . Rank the Options according to their ability to be constructed within the available budget and/or value for money invested. Generally the least expensive option should rank highest.</b></p> <ul style="list-style-type: none"> <li>• Estimated comparative cost .</li> </ul>				
<b>Comparative Rank: (highest is best)</b>						

# Terms of Reference

## Expert Advisory Panel on Second Exits

The Expert Advisory Panel on Second Exits (EPSE) shall be established as an advisory panel of the Toronto Transit Commission to provide direction on the design, community engagement and decision-making process for new exits at existing subway stations.

### 1. Panel Role

#### 1.1 Mandate

The TTC Board has directed a new Second Exit planning and consultation process, including the creation of an Expert Advisory Panel with the appropriate expertise to develop and deliver an Evaluation Framework for planning future Second Exit projects, and to provide expert assessment on the second phase of the process, location planning at stations.

#### 1.2 Responsibilities

##### 1.2.1 Phase One – Develop Evaluation Framework – September – December 2013

To fulfil its mandate, the panel will:

- Convene to define the problem and decision
- Seek public input on decision criteria
- Balance engineering, fire/life safety and community needs
- Promote dialogue between the TTC and local communities
- Develop design criteria
- Present criteria to TTC Board

##### 1.2.2 Phase Two – Location Planning at Stations – Early 2014

To fulfil its mandate, the panel will:

- Assess recommendations of local working groups regarding specific stations
- Provide expert advice to the TTC Board to assist in decision-making

### 2. Membership Selection

2.1 Membership shall be open to any qualified resident of Toronto who has suitable professional expertise and who uses TTC services (regular, frequent or occasional customer).

2.2 The panel shall be composed of no fewer than four and no more than six members, including:

- An expert on community safety
- Engineer or architect with transit facility design experience
- Urban designer/planner with transit-related experience
- Customer experience specialist
- An independent urbanist with a track record of involvement in transit issues

2.3 The TTC shall retain a consultant who is an expert on fire/life safety to attend meetings and provide technical support and advice to the panel but shall not be a voting member of the panel.

2.4 The membership selection process shall be undertaken with a membership solicitation through the TTC's website and/or advertisements placed by the TTC, among other potential avenues

2.5 For appointments to the panel, applications shall be reviewed and evaluated by a three-member selection panel composed of TTC representatives or their designates who shall make the final decisions on all appointments.

2.6 Appointment to EPSE requires the following:

- A resume; and
- A written submission of no more than 250 words on why the applicant wants to sit on the panel and what insight they will bring to the TTC regarding excellence in design, improving decision-making processes and/or public engagement.

2.7 On confirmation of appointment to the EPSE, the member agrees to the following:

- Adhere to the policies and regulations of the Toronto Transit Commission
- Adhere to the Terms of Reference and meeting procedures of the panel
- Acknowledge and commit to time requirements to be a member of the panel

### **3. Panel Governance**

3.1 Members shall be appointed for the duration of the project, which is scheduled to conclude in 2014. Phase 1 activities, which shall comprise the bulk of active work, will take place in the 2<sup>nd</sup> half of 2013. The panel will then reconvene to assess the recommendations of the local working groups.

3.2 Given the relatively short duration of the project, alternate members will not be identified. Should a vacancy occur, the TTC will review previous applications and select a replacement from among those applicants.

3.3 A vacancy may be declared at such time that:

- A member submits a letter of resignation or is otherwise unable to complete his/her term, and/or
- A member has been removed for missing more than two meetings without providing reasonable cause. Reasonable cause will include but not be limited to: illness or injury for which regards are extended, specialist appointments that cannot be rescheduled, or deaths in the family.
- Any such vacancies shall be filled as soon as possible. The new member shall serve for the balance of the project.

3.4 If the member wishes to appeal their removal, a meeting will be arranged between the member and TTC staff prior to the next general meeting. A decision will be made to:

- Reinstatement of the member. Any subsequent missed meetings without reasonable cause will result in the permanent removal of the member; or
- Uphold the decision to remove the member.

#### **4. Meetings**

##### **4.1 Schedule**

The panel will have discretion to establish a work plan and meeting schedule that delivers final recommendations by the end of 2013.

##### **4.2 Chair**

The panel shall select a chair from among its members by majority vote.

##### **4.3 Voting**

For the most part it is not expected that formal votes will be required. Should the chair, however, move for vote, it will be decided by the following parameters.

- Four members of the panel (50 per cent plus one) constitute a quorum for the meetings.
- Each member is entitled to one vote on issues identified for a vote.

#### **5. Staffing**

5.1 The TTC shall provide staff to act as a liaison and resource to the EPSE, as mutually agreed upon by the panel and staff to ensure expedient responses to recommendations and areas of concern.

5.2 Clerical support shall be assigned for the purpose of recording and distributing minutes, meeting notices, correspondence, etc.

#### **6. Amendments**

Recommendations for amending the Terms of Reference may be made by submission in writing to the TTC by any member of the EPSE. Only recommendations approved by a majority vote of the EPSE shall be considered by the TTC for adoption.



# SECOND EXIT EVALUATION FRAMEWORK

**Public Consultation**

**Part 1: Anna Pace, Head, Strategic Partnerships, TTC**

**Part 2: Jay Young, Ph.D., Chair, Expert Panel on Second Exits**

**November 19, 2013**





# AGENDA

1. Presentation
  1. Anna Pace, Head of Strategic Partnerships, TTC
  2. Jay Young, Ph.D., Chair, Expert Panel on Second Exits
2. Questions of Clarification
3. Feedback at Tables
4. Report Back



# WHAT ARE SECOND EXITS?

Second exits serve three functions:

- As a **primary** exit if the main exit is blocked in an emergency
- As an **additional** exit in an emergency
- As a **convenience** to customers



Castle Frank Second Exit





# SECOND EXITS - BACKGROUND

- Most subway stations have more than one exit
- All new TTC stations are built with at least two exits
- 2002 Fire & Life Safety Assessment Study identified 14 priority stations needing a second exit
- TTC voluntary program retrofitting existing stations to provide an additional way out in case of emergency and to improve customer convenience



# STATUS OF SECOND EXIT PROGRAM

14 stations identified as priority:

Broadview - complete

Castle Frank - complete

Dufferin - complete

Pape – under construction

Wellesley – planning complete

Woodbine – planning complete

**8 to be planned:**

Chester, College, Donlands, Dundas, Dundas West, Greenwood, Museum and Summerhill



# SECOND EXITS - CONSIDERATIONS

Effective second exits must provide:

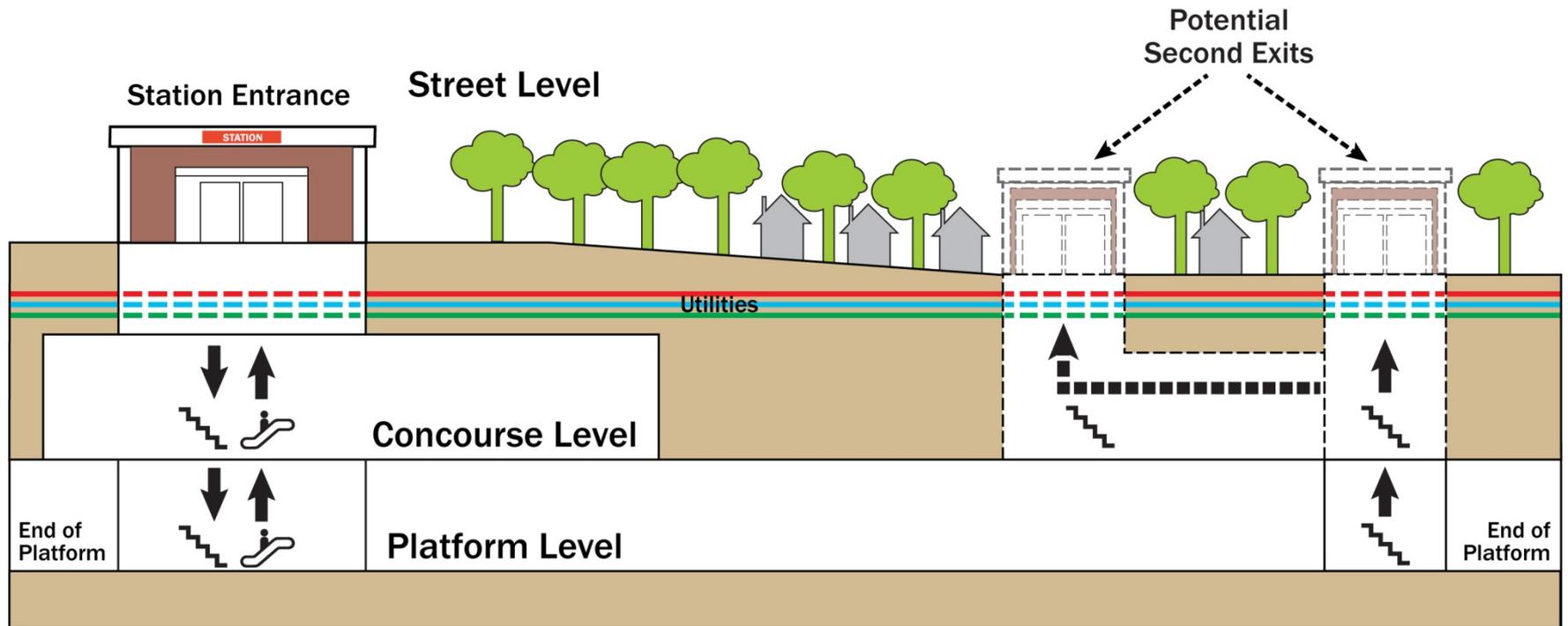
- A fast way out of the station
- Convenience to encourage day-to-day use and familiarity in an emergency
- Integration into the neighbourhood



# CONSIDERATIONS

Some second exits are much more difficult to plan than others for a variety of factors

- Urban Context
- Utilities
- Property





# DONLANDS & GREENWOOD

- 2008: planning started on D&G second exits
- Opposition from local community re: location, neighbourhood fit and approach to planning and consultation late in the process
- 2010/early 2011: TTC held meetings and attempted to work with the community - seen as too little, too late by some people
- Perception that TTC brought a pre-determined answer to the table
- Resulted in complaint to Ombudsman and recognition that TTC needed to improve how it works with communities





# OMBUDSMAN REPORT – LESSONS LEARNED

In response to the issues raised in the Ombudsman's report, TTC committed to work more proactively and collaboratively with communities affected by our work and to:

- Develop a protocol for communication and consulting with councillors about construction projects;
- Develop a management plan for community relations including communications for construction projects; and
- Develop a TTC Construction Projects Property acquisition management plan.





# TOWARD A FRESH START

- **January 2012:** Stopped design work on second exits for Donlands and Greenwood stations
- **May 2012:** TTC established Strategic Partnerships department with dedicated Communications & Community Relations staff
- **December 2012:** Ombudsman delivered critical report on TTC process; TTC accepted the recommendations in the report
- **Early 2013:** TTC implements Good Neighbour Policy, Councillor Relations Policy, Community Relations Management Plan, and the Property Acquisition Management Plan





# FRESH START ON SECOND EXITS

Phased approach to planning:

Phase 1:

Develop Evaluation Framework

Phase 2:

Location planning at stations

Phase 3:

Design of second exits



# PHASE 1: DEVELOP EVALUATION FRAMEWORK

1. Establish voluntary third party expert panel

2. Public education

3. Public review and comment

Report to Board on Evaluation Framework – Dec 2013

**WE ARE  
HERE**





# PHASES 2 & 3: LOCATION PLANNING AND DESIGN

## 2014:

- Set up Local Working Groups to develop, evaluate and recommend second exit options, based on Evaluation Framework.
- Expert Panel to review process.

## 2015 and beyond:

- Community consultation: architecture, urban design and landscaping
- Public communications
- Pre-construction information and consultation





# PART 2 - DEVELOPING THE FRAMEWORK

- TTC convened panel of voluntary independent experts to develop Evaluation Framework.
  - Help select second exit locations at 8 priority stations.
- **Tool** to assist Local Working Groups to evaluate potential new exit locations.
  - **Fair** and **consistent** across all stations.





# EXPERT PANEL ON SECOND EXITS

- Panel members:
  - Jay Young, Ph.D., Chair (Transit Historian)
  - Calvin Brook (Urban Designer/Architect)
  - Ian Dickson (Customer Experience Expert)
  - Wayne McEachern (Land Use Planner)
  - Simon Rees (Construction Expert; Donlands Resident)
  - Kim Storey (Urban Designer/Architect)
- Panel met 8 times Sept – Nov
  - History and background of Second Exit Program; tour of Dufferin Station; technical briefing; brainstorming
- Tested framework through station simulation





# FRAMEWORK – CATEGORIES

Five equally weighted categories:

- Safety
  - Local community impact
  - Customer experience
  - Construction
  - Cost
- 
- *Scoring is done through comparative ranking of options in each category*





# FRAMEWORK – SAFETY

**CATEGORY:** Safety

**CRITERIA:**

- Second Exit location on platform: distance from existing exit
  - Second Exit location on platform: distance to end of platform
  - Distance from platform to outside
  - Customer security
- 
- *Scoring is done through comparative ranking of options in each criteria*





# FRAMEWORK – SAFETY

**Category:** Safety

**Criterion:** Second Exit location on platform: distance from existing exit

**Factor:** All evaluated options must be more than 25 metres from the existing exit. Rank the options according to their location on platform, based on their distance from the existing exit (farther is preferable).

**Criterion:** Second Exit location on platform: distance to end of platform

**Factor:** Rank the options according to their location on platform, based on their distance to the end of the platform (closer is preferable).





# FRAMEWORK – SAFETY

**Category:** Safety

**Criterion:** Distance from platform to outside

**Factor:** Rank the options according to the distance from platform to outside (less distance is safer).





# FRAMEWORK – SAFETY

**Category:** Safety

**Criterion:** Customer security

**Factor:**

Rank the security of the options according to their point of exit on surface, based on:

- If the exit location and waiting area is well-lit, highly visible and safe. (For example: Is the exit on a busy main street, a residential street, a park, and/or laneway or other kind of secondary route?)
- If the route is clear, easy and legible.



# FRAMEWORK – SAFETY

	CRITERIA	FACTORS	OPTION 1	EVALUATION	OPTION 2	EVALUATION
S1	Second Exit location on platform: distance from existing exit	<ul style="list-style-type: none"> <li>All evaluated options must be more than 25 metres from the existing exit. Rank the options according to their location on platform, based on their distance from the existing exit (farther is preferable).</li> </ul>	47 m	1	62 m	2
S2	Second Exit location on platform: distance to end of platform	<ul style="list-style-type: none"> <li>Rank the options according to their location on platform, based on their distance to the end of the platform (closer is preferable).</li> </ul>	18 m	1	10 m	2
S3	Distance from platform to outside	<ul style="list-style-type: none"> <li>Rank the options according to the distance from platform to outside (less distance is safer).</li> </ul>	73 m	1	43 m	2
S4	Customer security	<ul style="list-style-type: none"> <li>Rank the security of the options according to their point of exit on surface. Consider such factors as:                             <ul style="list-style-type: none"> <li>If the exit location and waiting area is well-lit, highly visible and safe. (For example: Is the exit on a busy main street, a residential street, a park, and/or laneway or other kind of secondary route?)</li> <li>If the route is clear, easy and legible.</li> </ul> </li> </ul>	Main street, well lit, intersection, well-travelled	2	Dark alley	1
<b>Total score:</b>				5		7
<b>Comparative Rank: Highest is best</b>				1		2





# FRAMEWORK – LOCAL COMMUNITY IMPACT

	CRITERIA	FACTOR	OPTION 1	EVALUATION	OPTION 2	EVALUATION
LC1	Economic impact	<ul style="list-style-type: none"> <li>Rank the options according to their ability to have a generally positive impact on local businesses.</li> </ul>				
LC2	Social impact	<ul style="list-style-type: none"> <li>Rank the options according to their ability to have a generally positive impact on the local community. Consider such factors as:               <ul style="list-style-type: none"> <li>Whether the location will have a negative impact on traffic flow for nearby residents;</li> <li>Whether the location will easily allow for a surface exit that blends into the existing neighbourhood.</li> <li>Whether the location will result in noise-related problems for nearby residents.</li> </ul> </li> </ul>				
LC3	Public stakeholders	<ul style="list-style-type: none"> <li>Rank the options according to their relationship with public stakeholders. Consider such factors as:               <ul style="list-style-type: none"> <li>Conformity to and/or support for City of Toronto planning initiatives such as Area Studies and Neighbourhood Studies;</li> <li>Any opportunity raised by public partners (City, School Board, Province, etc.).</li> </ul> </li> </ul>				
LC4	Property acquisition	<ul style="list-style-type: none"> <li>Rank the options according to the impact of property acquisition. Consider factors such as:               <ul style="list-style-type: none"> <li>Cost;</li> <li>Potential division of property;</li> <li>Impact on immediate neighbours.</li> </ul> </li> </ul>				
LC5	Effect on property value	<ul style="list-style-type: none"> <li>Rank the options according to their ability to have a generally positive impact on property values.</li> </ul>				



# LOCAL COMMUNITY IMPACT

LC6	Streetscape	<ul style="list-style-type: none"> <li>• Rank the options according to their potential to provide good architecture and urban design. Consider factors such as:               <ul style="list-style-type: none"> <li>○ Whether the location will easily allow for a surface exit design that complements the existing community context;</li> <li>○ Whether the location provides the opportunity for a surface exit design that may serve as an architectural centerpiece for the local community;</li> <li>○ Whether the location provides the opportunity to improve awareness of local heritage landmarks and public art.</li> </ul> </li> </ul>				
LC7	Mobility	<ul style="list-style-type: none"> <li>• Rank the options according to their ability to have a generally positive impact on local mobility. Consider factors such as:               <ul style="list-style-type: none"> <li>○ Ability to improve the pedestrian realm;</li> <li>○ If desirable, the ability to serve as a transit customer pickup facility;</li> <li>○ If desirable, the ability to facilitate improved cycling amenities such as bike racks and secure storage lockers.</li> </ul> </li> </ul>				
LC8	Traffic	<ul style="list-style-type: none"> <li>• Rank the options according to their potential impact on local traffic for those travelling within and through the neighbourhood.</li> </ul>				
LC9	Vegetation	<ul style="list-style-type: none"> <li>• Rank the options according to their ability to have a generally positive impact on local vegetation. Consider factors such as:               <ul style="list-style-type: none"> <li>○ Mitigation of damage to vegetation during construction;</li> <li>○ Retention of vegetation of exceptional quality such as mature trees;</li> <li>○ Replanting opportunities near surface exit location.</li> </ul> </li> </ul>				
<b>Total score:</b>						
<b>Comparative Rank:</b>						





# FRAMEWORK – CUSTOMER EXPERIENCE

CUSTOMER EXPERIENCE						
CE	CRITERIA	FACTOR	OPTION 1	EVALUATION	OPTION 2	EVALUATION
CE1	Entrance	<ul style="list-style-type: none"> <li>Rank the options according to their potential as a future entrance.</li> </ul>				
CE2	Ease of use	<ul style="list-style-type: none"> <li>Rank these options according to their ability to provide a useful, easy exit from transit for local community.</li> </ul>				
CE3	Proximity to amenities	<ul style="list-style-type: none"> <li>Rank the options according to their ability to provide improved access to:               <ul style="list-style-type: none"> <li>Major destinations in the community, including but not limited to post-secondary institutions, museums and other cultural amenities, and hospitals;</li> <li>Local destinations in the community, including but not limited to parks, schools, recreational facilities, and shopping districts</li> </ul> </li> </ul>				
CE4	Improved station functions	<ul style="list-style-type: none"> <li>Rank the options according to their ability to improve the functions of the station. Consider factors such as:               <ul style="list-style-type: none"> <li>Improves general passenger flow;</li> <li>Helps distribute traffic volume during peak periods;</li> <li>Improves prominence of TTC facility in the local community;</li> <li>Potential to provide greater connection between transit modes.</li> </ul> </li> </ul>				
Total score:						
Comparative Rank:						



# FRAMEWORK - CONSTRUCTION

C CONSTRUCTION						
	CRITERIA	FACTOR	OPTION 1	EVALUATION	OPTION 2	EVALUATION
C1	Impact on local community	<ul style="list-style-type: none"> <li>• Rank the options according to their ability to have a minimal negative impact on the local community during construction. Consider factors such as:               <ul style="list-style-type: none"> <li>○ Pedestrian, traffic, and parking disruption;</li> <li>○ Noise and dust impact;</li> <li>○ Use of extensive hoarding and barrier installation requirements;</li> <li>○ Sensitive uses in the local community;</li> <li>○ Utility disruption impacts on local community;</li> <li>○ Availability of locations for temporary material and equipment storage required for construction.</li> </ul> </li> </ul>				
C2	Construction timeline	<ul style="list-style-type: none"> <li>• Rank the options in terms of their respective lengths of construction.</li> </ul>				
C3	Impact on local economic activity	<ul style="list-style-type: none"> <li>• Rank the options according to their ability to have a minimal negative impact on the local businesses during construction. Consider such factors as:               <ul style="list-style-type: none"> <li>○ Pedestrian, traffic and parking disruption;</li> <li>○ Noise and dust impact;</li> <li>○ Access restrictions for local businesses.</li> </ul> </li> </ul>				
Total score:						
Comparative Rank:						





# FRAMEWORK - COST

\$ COST						
	CRITERIA	FACTOR	OPTION 1	EVALUATION	OPTION 2	EVALUATION
\$	Total cost	<ul style="list-style-type: none"><li>Estimated order of magnitude costing based on engineering analysis.</li></ul>				
Comparative Rank:						



# FRAMEWORK - SUMMARY TABLE

SUMMARY TABLE			
	CATEGORIES	OPTION 1 EVALUATION (ranking)	OPTION 2 EVALUATION (ranking)
S	Safety	1	2
LC	Local Community Impact	1	2
CE	Customer Experience	2	1
C	Construction	2	1
\$	Cost	1	2
	<b>Overall Evaluation</b>	<b>7</b>	<b>8</b>

Highest is best





# LOCAL WORKING GROUPS

- One Local Working Group (LWG) per station
- Process will be applied to each station
- Each potential location will be subject to same evaluation process
- Local Working Groups:
  - 8-12 members, including representatives from:
    - BIA/business
    - TTC customer
    - Local residents
  - Meetings will be open to the public
  - TTC will provide design consultant/engineer as resource





# LOCAL WORKING GROUP PROCESS

## Step 1:

- Community consultation:
  - Present and explain Evaluation Framework
  - Call for members of Local Working Groups (LWG)
- LWG selected in consultation with Expert Panel

## Step 2:

- LWG provided with framework and instructions
  - All hard data, i.e. property info, utilities, etc. provided to LWG
- LWG will develop and assess location options using the framework

## Step 3:

- Community consultations held after LWG evaluated all options and arrived at a preliminary recommendation
- LWG may revise evaluation/recommendation based on community feedback
- Expert panel reviews final recommendation - consistent with Evaluation Framework
- Final recommendation will be presented to TTC Board





# NEXT STEPS

- Feedback to Expert Panel
- If necessary, modifications will be made to framework
- Report to Board
  - Feedback will be included in Board Report as Appendix
- Establish Local Working Groups



**Thank you.**





**TO:** Susan Sperling, TTC  
**FROM:** Roanne Argyle and Brendan Agnew-Iler, Argyle Communications  
**SUBJECT:** **Expert Panel on Second Exits Public Engagement: Process and Feedback**  
**DATE:** December 5, 2013

---

Argyle Communications has been working as an independent facilitator to support the work of the TTC's independent Expert Panel on Second Exits. This memo outlines the public engagement activities we undertook in partnership with the panel and outlines the feedback received.

### **Public Engagement Process**

Planning second exits is both a complicated and highly localized process. Our engagement plan was designed to make input easy and convenient, but also to make information available and invite deeper, focussed input.

#### *1. Tools*

To balance the desires to engage the public both broadly and deeply we worked with TTC to organize a facilitated community meeting near Bloor/Yonge Station, an online survey and direct feedback by email.

#### *2. Notice of Public Consultation*

The public was notified of the event through:

- Posting on TTC.CA
- Posting on social media
- E-mail blasts to community members
- Briefing of councillors in wards where the eight second exits will be built
- News release
- Ads in community newspapers in those areas where the eight second exits will be built
- Listing in "TO Moves" in the Metro newspaper

#### *3. Participation*

Consultation participation consisted of:

- A community meeting attended by 25 members of the public, including residents of the affected communities
- 22 responses to the online survey

- Four detailed written submissions

Meeting attendees were highly engaged and interested and their input was captured both in meeting minutes and through workbooks that were filled in during the meeting.

### **Summary of Public Feedback**

The response to the panel's work was very positive. Members of the public expressed having been critical of TTC in the past acknowledged that the draft evaluation framework was well-conceived, and that the panel itself was credible and effective. Some of the responses contained very specific, detailed concerns, but most people took the time to consider the issue in detail and provided thoughtful insightful input.

The panel reviewed every public recommendation in detail and identified the following key areas where the Evaluation Framework was further refined based on public input:

1. The Construction category has been reframed to more accurately reflect it as short-term community impact. The short- and long-term local community impacts together now represent 40% of the total score.
2. Safety issues were more clearly stated within their relevant factors. These include the safety of customers in pedestrian tunnels and for safety concerns within the neighbourhood
3. Several other specific community concerns such as traffic, the potential for negative impact on property values and the possibility of integrating second exit in exiting building.

### **Other feedback addressed issues related to design that will be addressed in later phases of the process.**

The process was supported by professionalism and integrity of TTC staff, intelligence, commitment and expertise of the panel and sensitivity to the thoughtful input from the public. We are confident that the Evaluation Framework will be an invaluable tool to help communities understand the issues around second exit design, and arrive at a shared decision as to how to proceed.

Yours,

Roanne and Brendan