

Project Communications Plan

For the:

Main Street Renewal Project

Functional, Preliminary Design and Detailed Design:

Main Street (Echo Drive to the Rideau River);

Lees Avenue (Main Street to Chestnut Street), and

Rideau River Drive (Main Street to 130m south of Main Street)

Prepared For:



Prepared By:



Preliminary Draft

August 31, 2012

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1.0 COMMUNICATION REQUIREMENTS

1.1 Project Overview

The City of Ottawa has identified the requirement and opportunity for the reconstruction of Main Street and portions of Lees Avenue and Rideau River Drive. The project limits include all elements within the street right-of-ways as illustrated in Figure 1.

Figure 1: Project Limits



The purpose of this project is to complete the functional, preliminary and, detailed design as well as to obtain all required approvals for this infrastructure project in order to allow the City to proceed to construction. Specifically, the works will include the introduction, rehabilitation and/or replacement of:

- Sidewalks, cycling facilities, and transit facilities;
- Opportunities for street amenities including landscaping and public art;
- Street lighting and signage;
- Watermains, sanitary, storm and combined sewers;
- Opportunities to reduce extraneous stormwater flows from adjacent flat roof buildings;
- Lateral services to the property line;
- Utility reconstructions as required;
- Traffic control signal system; and
- Road structure and pavement.

The objective of the assignment is to complete an open and consultative planning and design process that ultimately produces detailed design and tender documents to enable the reconstruction of Main Street, Lees Avenue, and Rideau River Drive within the project limits. The project involves the reconstruction of the City's transportation components and municipal services and utilities within the right-of-way which have reached the end of their lifecycle or require repair. It also provides an opportunity to complete a wide range of streetscape improvements that will address revitalization directions of the Old Ottawa East Community Design Plan. The process will also fulfill the requirements of the Municipal Engineers Class Environmental Assessment and the Canadian Environmental Assessment Act that may apply.

The area community groups, businesses, institutions, land owners, and other community stakeholders will expect a high degree of consultation during the planning and design process and the end product will benefit greatly from their involvement and input. There are also many City of Ottawa internal departments with specific interests, as well as other interested government agencies. Accordingly, consultation must be inclusive and its success will be dependent, in part, on broad and effective communication and consensus building. The sharing of information in an open manner and the involvement of the public, stakeholders and agencies as early as possible will promote a sense of confidence that there is adequate opportunity to input into the process and that concerns are being addressed in a responsive manner. Given the need for an effective public consultation process, the project team will adhere to the City of Ottawa Official Plan Guiding Principles by conducting an open and participatory process, building partnerships and creating public awareness.

On this basis, various opportunities for public involvement will be provided, and public input and comment will be welcomed throughout the project process. Other meetings and communications with stakeholders will occur as required. Advisory Groups will also play a large role in ensuring effective communications. These and other communications activities for this project are summarized in this document.

1.2 Communications Overview

The success of the project will be largely dependent on the understanding and endorsement of the stakeholders involved. This also includes Ottawa staff, since some of the design choices may stimulate conflicting views (within branches of the City) or require compromise or creative solutions. The objective of the *Project Communications Plan* is to enable the education of the project participants of the many and competing project objectives, and to promote a wider understanding of the design options and recommendations.

Key partners/stakeholders include business and community associations, institutions, utility companies, and many City departments. Accordingly, a combination of a Project Management Committee (PMC), a Public Advisory Group (PAG) meetings, a Technical Advisory Group (TAG), four (4) Public Open Houses with bilingual materials, individual stakeholder

and agency meetings (as necessary), are required to ensure high quality communication, meaningful exchange of ideas, project refinements, and a successful project that is well-understood and embraced by all. Consensus on draft plans and documents at key design stages and project decision points will avoid delays and confirm process requirements to permit making decisions in a timely and effective manner.

The *Project Communications Plan* has been prepared as a tool to guide the design and implementation of the consultation program associated with the project. The Plan outlines the communications strategy; what information is to be communicated; who is to be included in the project process; how communication will occur and through what media; the general timing of various elements of the communications strategy; and the responsibilities of all project participants.

The intended users of the *Project Communications Plan* are the City of Ottawa, the advisory groups, and the consultants. It can be made available for information to others on an as requested basis.

1.3 Communications Strategy

The benefits of a broad and accessible consultation program include the following:

- Provides opportunities for interested parties to participate in the design process;
- Promotes a level of public awareness and knowledge of the design process;
- Allows for the sharing of knowledge and information;
- Provides a forum for open, two-way dialogue;
- Identifies public and stakeholder issues;
- Identifies technical concerns;
- Fosters a sense of community ownership and involvement in the design process;
- Creates confidence of all participants in the design process;
- Creates a feedback mechanism;
- Satisfies approval requirements that may apply; and
- Allows for the preparation of an end-product, which has the broadest possible acceptance.

1.4 What is to be Communicated

Information to be communicated includes:

- Location, extent, timing and scope of the project and their need/rationale;
- Project issues to be addressed;
- Technical information presented in easy to understand terms;
- Key milestones of the project schedule;
- Project deliverables and outcomes;
- Understanding and notification of opportunities to participate in the process;
- Environmental Assessment study requirements that may apply; and
- Dates, times, and locations of advisory committee, stakeholder sessions and public meetings.

2.0 TARGET AUDIENCE

2.1 Project Management Committee

Our overall approach to the project is based on a philosophy of teamwork, both within the consulting team, and involving City staff. To this end, a Project Management Committee (PMC) involving the City's project manager, one additional City planner, the consulting team project manager, and the lead streetscape designer. The PMC is expected to meet as required with the objective of keeping the client informed, address outstanding issues, make design decisions, discuss project strategy and monitor the scope of the work.

The PMC will include the following project team members:

- Josée Vallée – City of Ottawa, City Project Manager (PM): josee.vallee@ottawa.ca
- David Atkinson – City of Ottawa, Urban Design Planner/Community Design: david.atkinson@ottawa.ca
- Ron Clarke – Delcan Corporation, Consulting Project Manager (PM): r.clarke@delcan.com
- Martha Lush – Corush Sunderland and Wright, Lead Streetscape Designer: lush@csww.ca

The PMC members will:

- Represent the project team on all matters related to the project;
- Attend all PAG and TAG meetings;
- Actively participate in the planning processes by expressing ideas and opinions;
- Review and comment on alternative plans, solutions, draft designs, and recommendations; and
- Liaise with peers and other project team members.

2.2 Advisory Groups

Two advisory groups are proposed, the first will focus on agency stakeholders, and the second will focus on public stakeholders. The roles of these groups will be to provide input, opinions and interactive dialogue with the Project Team. They will assist the City in advancing the design process, but will not be the sole source for public and other stakeholder input. These groups will meet in advance of major public contacts.

Topics for advisory group discussion might include but are not limited to the following:

- Street Design Principles and Corridor User Requirements
- Cycling Facilities, Wider Sidewalks, and Community Connections
- Bus Transit service and Light Rail Transit (LRT) station connectivity
- Area Traffic Concerns
- Preliminary Street Design Concepts
- Street Light Theme and Hydro Burying
- Sidewalk and Crosswalk designs
- Street Lighting Selections
- Street Trees and Landscaping
- Street Furnishings and Public Art

2.2.1 Technical Advisory Group

A Technical Advisory Group (TAG) has been formed to address the full range of technical issues pertaining to the project. It will comment on special studies as well as applicable procedures, policies and design guidelines, as well as draft designs. TAG members, for the most part, include department representatives from the City of Ottawa. Other special interest or advisory groups with a technical focus are included. Additional agency consultation will be undertaken as

required. The TAG will meet at the project start up phase and at key decision points throughout the project, only as required. Up to eight (8) meetings are contemplated. The TAG may include the PMC, the consulting team, and representatives of the following interests:

City of Ottawa (listed alphabetically)

- Area Planning and Urban Design
- Community Environment
- Cycling
- Development Review
- Heritage Planning
- Infrastructure Approvals
- Mobility and Area Traffic Management
- Needs and Programming
- Ottawa Light Rail Transit Project
- Ottawa Police Services, Crime Prevention through Environmental Design
- Parking Operations
- Parks and Recreation
- Public Arts Program
- Safety and Traffic Services
- Surface Operation Right-of-Way Management
- Street Lighting
- Transit Services/ OC Transpo
- Traffic Safety
- Traffic Signals
- Others as warranted

Other Organizations and Utility Companies

- Bell Canada
- Enbridge Gas
- Hydro Ottawa
- National Capital Commission
- Ontario Ministry of Transportation
- Rideau Valley Conservation Authority
- Rogers

The TAG members will:

- Represent the interests of their department and agencies;
- Attend all TAG meetings to ensure consistent two-way communication throughout the planning and design processes;
- Identify planning and design issues early in the process so that they may be addressed in a timely manner;
- Review information provided by the Project Team in advance of each TAG meeting;
- Disseminate project information as appropriate within their departments and agencies;
- Provide feedback on information provided and comment on ideas and issues raised at meetings; and
- Work towards a consensus to allow the City to achieve project milestones.

The City of Ottawa's PM or the consulting PM will chair the TAG meetings and be responsible for the following administrative duties:

- Ensure adequate notification to members of upcoming meetings;
- Prepare meeting agendas and circulate materials for review; and
- Distribute (by e-mail) all meeting notes (taken by consultant) following each meeting.

All agenda and meeting notes will be prepared and distributed by the consultant. The Project Team recognizes that tight project timelines limit the time for review and comment on design materials and as such endeavours to provide as much review time as practical to the TAG.

2.2.2 Public Advisory Group

In addition to the TAG, a Public Advisory Group (PAG) has been formed for the project. The group includes representation from a cross-section of public interests in the project area. The PAG will meet often throughout the project. Up to eight (8) meetings are contemplated. The PAG may include the PMC, the consulting team, the municipal ward 17 Councillor's office, and representatives of the following interests:

Associations and Groups (listed alphabetically)

- Accessibility Advisory Committee
- Area Schools
- Art, Heritage, and Cultural Advisory Committee
- Business owner/operators
- Citizens for Safe Cycling
- Heritage Ottawa
- Land owners
- Oblate Fathers
- Old Ottawa East Community Association
- Ottawa Pedestrian Advisory Group
- Pedestrian and Transit Advisory Committee
- Roads and Cycling Advisory Committee
- Sisters of the Sacred Heart
- St. Paul University
- Others

In addition, meetings of the PAG may include individuals from the TAG membership who will join to offer technical expertise as required to inform discussions. The PAG will meet on a regular basis and discuss elements of the street design in a collaborative manner with the project team. On this basis, the PAG members will:

- Represent the interests and values of residents, landowners and occupants, businesses, and institutions in the project area;
- Attend all PAG meetings;
- Actively participate in the planning and design process by expressing ideas and opinions;
- Review and comment on alternative plans, solutions, draft designs, and recommendations;
- Work towards consensus to allow the City to achieve project milestones; and
- Liaise with peers in their community.

The City of Ottawa's PM or the consulting PM will chair the PAG meetings and be responsible for the following administrative duties:

- Ensure adequate notification to members of upcoming meetings;

- Prepare meeting agendas and circulate materials for review; and
- Distribute (by e-mail) all meeting notes (taken by consultant) following each meeting.

All agenda and meeting notes will be prepared and distributed by the consultant. The Project Team recognizes that tight project timelines limit the time for review and comment on design materials and as such endeavours to provide as much review time as practical to the PAG.

2.3 Street Design Working Group

It is possible that a Street Design Working Group (SDWG) will be formed, following the completion of the first and/or second TAG and PAG meetings. The SDWG would be a blend of the TAG and PAG members, and would replace those committees, other than for plan circulation purposes. The SDWG membership would consist of those with the highest level of interest and influence on project design decisions. This forum would enable the sharing of technical and community viewpoints, around the same table. This approach has been used successfully on other mainstreet renewal projects including Rideau Street, Somerset Street West, and Wellington Street West.

2.4 Special Stakeholder Meetings

In addition to the TAG and PAG meetings, special stakeholder meetings can be held which could be with community associations or organizations such as the Old Ottawa East Community Association, local institutions, the MTO, MOE, utility companies and City staff in a number of departments including OC Transpo, with the purpose of addressing issues and building confidence in the team's work. These meetings will facilitate decision-making and help advance the project efficiently. Individual meetings/sessions may also be required with various other stakeholders to discuss specific issues and design features as the preliminary planning and design processes advance. These meetings will be held on an as-required basis.

2.5 General Public Involvement

Every person who has an interest in the project will be given opportunities to learn and participate in the planning process. These may include area residents, employees, interested students and educators, and other interest groups. This may include individuals who attend public meetings and visit the City's website, including those who may or may not live or work in the area.

Public Open Houses are planned to provide information about the design progress and process. Feedback from participants will be obtained through direct dialogue between the Project Team and meeting attendees and through a Comment-Questionnaire.

3.0 PROJECT SCHEDULE AND KEY COMMUNICATION ACTIVITIES

A general project schedule includes the following milestones:

- Project Request for Proposals (RFP) issued: April 2012
- Consulting Assignment Awarded: June 2012
- Preliminary Data Gathering: Summer 2012
- Notice of Project Commencement: August 2012
- First PAG and TAG Meetings: September 2012
- Functional Design Process: Fall 2012
- Urban Design Review Panel #1: Fall 2012
- Preliminary Design For Public Review: Winter 2013
- Detailed Plans and Streetscape Designs For Public Review: Spring 2013
- Urban Design Review Panel #2: Spring 2013
- Final Designs and Project Implementation Plans For Public Review: Late 2013

This schedule will enable project construction in spring 2014, pending municipal capital budget decisions.

During this study process, communications will be initiated by distributing and receiving information through various media, as well as meetings with participants during the planning and design processes. These media are described below.

Project Website

Information related to the projects will be posted on the City of Ottawa's project-specific website. This websites will be updated during the course of the project by the City. A draft project notice is provided in Appendix A.

Public Open Houses

Four (4) traditional Public Open Houses will be held to seek input on the project products. These meetings will include many exhibits illustrating the project process, key opportunities and constraints, design strategies, planning policies, conceptual design solutions, urban design concept plans, and the entire Conceptual Design in plan view. The first meeting is tentatively planned for October, 2012. This will be followed by three other Public Open Houses to be held in Winter 2013, Late Spring 2013, and Fall 2013.

Stakeholder Meetings

There is the opportunity for meetings to be convened between stakeholders and the project team. These will be initiated when requested by a stakeholder, when the project team is seeking information or input from an adjacent land owner or occupant, or when the project team seeks an audience with an individual or group.

4.0 RESPONSIBILITIES

The *Project Communications Plan* is to be administered and directed by the City with the assistance of Project Team. Details of responsibilities are provided below.

ACTIVITY	RESPONSIBILITY		
	City of Ottawa	Delcan	Advisory Groups
Communications Plan	Review and endorse	Draft and update	Review and comment
Communications with PAG and TAG, and maintenance of stakehold lists	Available as a municipal point of contact	Preparation and circulation of lists and materials	RSVPs, Meeting preparation and attendance
Production of Flyers, Notices	Review and endorse	Draft and finalize	No Role
Distribution of Flyers and Notices	Distribute through web site, Canada Post, hand deliveries	Develop draft material for review and distribution by City	No Role
Prepare Exhibits and other Communications Materials for Public Open Houses and Stakeholder Meetings	Review and endorse	Prepare materials	Review, where required (time permitting)
Arrange Open Public House (logistics)	Secondary role	Primary role	No Role
Provide Input and Comments to Project Team	Gather and Document	Gather and Document	Sole Responsibility
Interviews with Media	One Specified Spokesperson	Only if requested by City	Individual Discretion

As a closing point, it is important to note that this plan is intended to be a “living” document. It may be modified over the duration of the design project if changes to the scope of the project arise, as new issues are identified, or as new participants are introduced.

Appendix A: Project Notice

Notice of Project Commencement Main Street Renewal Project

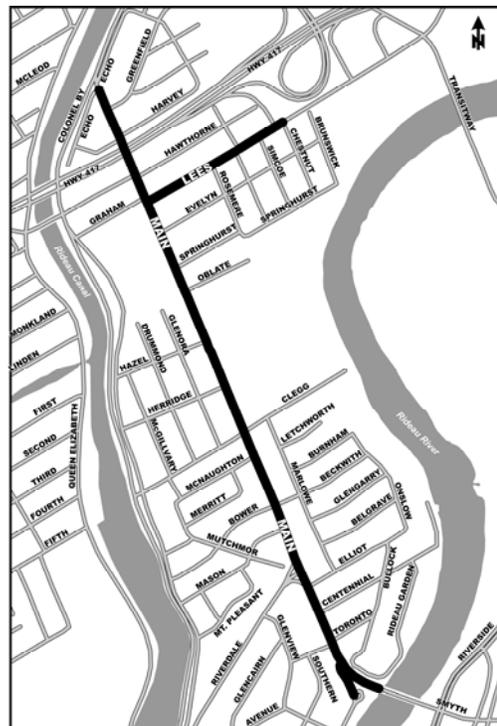
Functional, Preliminary Design and Detailed Design:
Main Street (Echo Drive to the Rideau River),
Lees Avenue (Main Street to Chestnut Street), and
Rideau River Drive (Main Street to 130m south of Main Street)

Project Description

The City of Ottawa is undertaking the Functional, Preliminary and Detailed Design for the renewal of Main Street and portions of Lees Avenue and Rideau River Drive. Specifically, the works proposed include the introduction, rehabilitation and/or replacement of:

- Sidewalks, cycling facilities, and transit facilities;
- Opportunities for street amenities including landscaping and public art;
- Street lighting and signage;
- Watermains, sanitary, storm and combined sewers;
- Opportunities to reduce extraneous stormwater flows from adjacent flat roof buildings;
- Lateral services to the property line;
- Utility reconstructions as required;
- Traffic control signal system; and
- Road structure and pavement.

The existing street infrastructure has reached the end of its life-cycle, and the City has identified the need for reconstruction. Main Street and Lees Avenue are each designated as an Arterial Road in the City of Ottawa Official Plan. Main Street from Echo Drive to Clegg Street is also designated as a Traditional Mainstreet. Rideau River Drive is a Local Street. Accordingly, the project designs will have regard for the streets' various planned functions and within various community contexts within the project limits.



Project Result and Timing

The project will result in the preparation and approval of detailed designs for the reconstruction of the streets. This includes the layout of the surface elements including sidewalk, cycling, transit and vehicle provisions, street lighting and streetscape improvements, and solutions for below-ground infrastructure. Methods to manage traffic and disruption during the construction period will also be recommended. It is anticipated that the designs will be completed by the end of 2013. Construction will occur in accordance with the City's capital planning decisions.

Public Involvement

Various opportunities for public involvement will be provided, and public input and comment will be welcomed throughout the project process.

Environmental Assessment

The project is being planned to meet the requirements of Ontario's Municipal Class Environmental Assessment (EA) and the Canadian Environmental Assessment Act that may apply.

For further information or to provide comments, contact the City's project manager or the consulting team manager at the address below.

<p>Josée Vallée, P. Eng. Senior Engineer, Infrastructure Projects Infrastructure Services Department Design and Construction Municipal East Branch</p> <p>City of Ottawa, 100 Constellation Crescent, 6th Floor Ottawa, ON K2G 6J8 josee.vallee@ottawa.ca Tel.: (613) 580-2424 x 21805 Fax: (613) 560-6064</p>	<p>Ron Clarke, MCIP, RPP Senior Principal, Manager of Planning</p> <p>Delcan Corporation 1223 Michael Street, Suite 100 Ottawa, ON K1J 7T2 r.clarke@delcan.com Tel.: (613) 738-4160 x5226 Fax: (613) 739-7105</p>
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