TORONTO TRANSIT COMMISSION
REPORT NO.

MEETING DATE: November 21, 2012

SUBJECT: MODERNIZING THE TTC – A NEW APPROACH TO COMMUNICATIONS, COMMUNITY RELATIONS AND PROPERTY COORDINATION FOR CONSTRUCTION PROJECTS

ACTION ITEM

RECOMMENDATION

It is recommended that the Commission:

1. Endorse the initiatives outlined in this report establishing the TTC's new approach for public consultation, community relationships of property coordination for construction projects.

2. Note the actions that have already been implemented to address issues noted in the Ombudsman's report to Council dated October 31, 2012.

FUNDING

The recommendations in this report do not have any financial implications.

BACKGROUND

In January 2012, the Engineering and Construction Branch and the former Transit Expansion Department (Transit City) were amalgamated and renamed the Engineering, Construction and Expansion Group (ECE). The new ECE Group includes the establishment of a separate dedicated department, Strategic Partnerships, responsible for managing communications, community relations and third party, including property requirements for TTC construction projects.

This report provides an overview of the Strategic Partnerships activities.

DISCUSSION

The TTC Capital Program includes about 500 contracts over the next five years. Most of these projects involve maintenance and rehabilitation work related to the state of good repair within TTC facilities (carhouses and garages) that have little or no impact on the

public. Over the past several years there are an increasing number of construction projects that involve upgrades and enhancements to existing subway stations with more impact on adjacent communities and the 1.6 million people that use the TTC on a daily basis.

The TTC has recognized that greater attention and resources are required to improve communications and address community concerns related to construction projects.   The need for greater emphasis stems from several developments:

1. TTC construction projects impacting communities - TTC projects such as the Second Exit and Easier Access programs as well as new maintenance and storage facilities to accommodate ridership increases require projects to "fit-in" to existing urban areas with established communities and many complexities.   Working with communities, consulting them early and ensuring they are well informed is imperative for a successful project.

2. Councillor and Public Expectations – The expectations of the public have changed over the past twenty years with respect to customer service and communications.   Public agencies are expected to engage with the public early on projects that will have an impact on neighbourhoods and businesses and ensure community input in the planning and design. Similarly, City Councillors recognize the enormous contribution of transit to City life and City building and they justifiably expect to be informed and consulted on the projects and the communications with their constituents.

3. TTC Commitments – Modernizing the TTC and delivering projects on time and on budget means changing the way we do business to better inform and serve the public. TTC capital projects require significant public investment. It is incumbent on the TTC to ensure that the benefits and improvements that will result from this investment in projects are well articulated and communicated.

4. It is difficult to deliver projects on time and on budget without public support.

The Ombudsman Report on the Donlands and Greenwood Second Exit projects, submitted to Toronto City Council in October 2012, also recommended changes to TTC community relations, communications and property coordination approaches.

Expanding and renewal of existing subway stations is not easy. These projects are very complex; often requiring working around and moving utilities and requiring additional property. They can change the look of a neighbourhood, can require replacement of trees. These projects take time and can be disruptive. Every effort is made to maintain existing transit, pedestrian, bicycle and traffic operations adding to the complexity and time. However, the investment in transit renewal and upgrades will benefit the community and the City for decades to come through increased safety and access.

The Strategic Partnerships Department of ECE was established to provide professional community relations and communications staff to work with the public through the concept development, planning, design and construction of projects and acts as an advocate for the community with the project team. The successful community relations programs developed by TTC for the LRT program (now transferred to Metrolinx) and best practices gathered from other agencies and transit projects are being developed into a new approach for TTC construction projects.

Strategic Partnerships has been established as a stand-alone department with the Head reporting directly to the Chief Capital Officer with three sections – communications, community relations and third party. The Communications and Community relations sections were established in June with eight staff. The third party group was established in October and currently consists of three staff. All three groups will be expanded with full implementation of the ECE re-organization over the next few months.

The Communications section develops project brochures, website information and develops graphics to better communicate technical issues and provide the big picture public information about "Improving Transit in Toronto".

Community Relations works with communities, residents, business owners and institutions directly impacted by new construction and leads public consultations and construction liaison activities.

The Third Party section is responsible for identifying and coordinating property required with the City of Toronto Real Estate Division and for providing information to property owners who may be impacted. This group is also responsible for permits and approvals from the City of Toronto and other agencies.

To date Strategic Partnerships has implemented the new community relations approach as follows:

- The Head of Strategic Partnerships informed all City Councillors of the ECE approach to community relations. She has started meeting with individual Councillors to provide a five-year look-ahead of construction projects in their ward, related consultation and communications activities, and receive input from the Councillors regarding communication and consultation with the public;
- Communications plans are being developed to guide the community relations for the Second Exit, Easier Access and other large projects about to start and under construction;
- Brochures and other public information are being developed for individual projects to provide the big picture rationale, overall benefits and they articulate the contribution of the project to improving transit in Toronto;

- Strategic Partnerships provides input to the planning and design of the projects regarding sensitive community, business and local institutions issues to be addressed by the project design and construction teams;
- Community liaison staff are assigned to each project to act as the community's advocate, to develop relationships with the affected communities, receive and respond to questions and concerns, and anticipate community issues;
- Briefing and updating Councillors about projects plans, construction milestones and public engagement;
- Revamping the TTC website to provide better, easier to find, more accessible and clearer information about construction projects;
- Development of more public-friendly graphics and text about the projects aimed at enhancing understanding of the technical requirements and designs;
- Development of a customer response management for implementation on construction projects.

Property acquisition for TTC construction projects can be a very sensitive issue and controversial issue. The process involves the TTC, City Real Estate and City Legal. The responsibility for identifying and coordinating TTC property requirements is being coordinated by the Strategic Partnerships Department and protocols are being developed with the appropriate City staff to clearly identify roles and responsibilities to ensure effective communication with affected property owners.

Going forward Strategic Partnerships will develop policies and procedures to guide activities and define roles and responsibilities as follows:

- A *TTC Good Neighbour Policy* will set out our commitments to communities affected by construction.
- *A TTC Protocol for Communicating with Councillors on Construction Projects* will establish how and when City Councillors are informed and consulted on projects.
- *TTC Construction Projects Community Relations and Communications Policy* will articulate how and when the TTC engages with communities in the planning and design of projects, receives and responds to concerns and questions, works with communities to resolve issues. A related management plan will set out internal TTC processes, roles and responsibilities.
- *TTC Construction Projects Property Acquisition Management Plan* will set out how TTC identifies property requirements, communication with affected property owners, and definition of roles and responsibilities of TTC and City of Toronto.

In development is a multi-stage community consultation and engagement process for construction projects that will:

- Review all TTC Construction projects and assess the potential community impact;

- Introduce new projects to the public at an early stage with the rationale, benefits and technical requirements;
- Consult the public on options in the early planning stage;
- Consult the public at the final design stage;
- Inform potentially affected property owners early in the process and provide appropriate follow through to minimize impacts on owners as much as possible;
- Provide pre-construction information to the public regarding pedestrian and cycling access, traffic management, transit diversions or operational changes;
- During construction provide construction liaison staff with responsibility for anticipating, resolving and responding to public complaints and concerns and to act as the advocate for the public with the project team and contractor;
- Communicate about the big picture benefits and celebrate the milestones of the projects.

Over the next few years, staff will report back to the Commission on the implementation of this new approach.

JUSTIFICATION

Modernizing the TTC includes a new approach to communications, community relations and property acquisition for Construction projects that are being implemented through the Strategic Partnerships Department.

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November 21, 2012
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Attachments:
        Email to City Councillors
        Pape Station Modernization Brochure
        Woodbine Station Project Presentation

From:	Pace, Anna
Sent:	September 6, 2012 2:37 PM
To:	Ainslie Paul (councillor_ainslie@toronto.ca); Augimeri Maria (councillor_augimeri@toronto.ca); Carroll Shelley (councillor_carroll@toronto.ca); Cho Raymond (councillor_cho@toronto.ca); Councillor Bailao; Councillor Berardinetti; Councillor Colle; Councillor Crawford; Councillor Crisanti; Councillor Doucette; Councillor Ford; Councillor Fragedakis; Councillor Layton; Councillor Matlow; Councillor McMahon; Councillor Pasternak; Councillor Robinson; Councillor Wong-Tam; Davis Janet (councillor_davis@toronto.ca); De Baeremaeker Glenn (councillor_debaeremaeker@toronto.ca); Del Grande Mike (councillor_delgrande@toronto.ca); Filion John (councillor_filion@toronto.ca); Fletcher Paula (councillor_fletcher@toronto.ca); Frank Di Giorgio (councillor_digiorgio@toronto.ca); Grimes Mark (councillor_grimes@toronto.ca); Holyday Doug (councillor_holyday@toronto.ca); Kelly Norm (councillor_kelly@toronto.ca); Lee Chin (councillor_lee@toronto.ca); Lindsay Luby Gloria (councillor_lindsay_luby@toronto.ca); Mammoliti Giorgio (councillor_mammoliti@toronto.ca); McConnell Pam(councillor_mcconnell@toronto.ca); Mihevc Joe (councillor_mihevc@toronto.ca); Milczyn Peter (councillor_milczyn@toronto.ca); Minnan-Wong Denzil (councillor_minnan-wong@toronto.ca); Moeser Ron (councillor_moeser@toronto.ca); Nunziata Frances (councillor_nunziata@toronto.ca); Palacio Cesar (councillor_palacio@toronto.ca); Parker John(councillor_parker@toronto.ca); Perks Gord (councillor_perks@toronto.ca); Perruzza Anthony (councillor_perruzza@toronto.ca); Shiner David (councillor_shiner@toronto.ca); Stintz Karen(councillor_stintz@toronto.ca); Thompson Michael (councillor_thompson@toronto.ca); Vaughan Adam (councillor_vaughan@toronto.ca)
Cc:	Byford, Andy; 'councillor_stintz@toronto.ca'
Subject:	TTC Construction Projects - Community Relations

Dear Councillor:

With TTC ridership continuing to grow - over 500 million rides were taken in 2011 - it is vital for TTC to maintain and improve its infrastructure. The TTC five-year capital program consists of large and small projects across the City including:

- station modernization;
- installation of new elevators to provide barrier-free access in subway stations ;
- second exits at subway stations to increase safety;
- new ventilation equipment to improve emergency safety in subway stations; and
- general upgrading of subway stations and TTC garages and yards.

Some of these important projects impact neighbouring communities through design and construction activity.

As part of the Modernizing the TTC initiative, the Engineering, Construction and Expansion Department now includes the Strategic Partnerships section to provide community relations and communications resources for the planning and construction of TTC projects. Community Relations staff are the liaison between the public and the project, and will:

- provide easy to understand information to the public, using plain language and clear graphics;
- be familiar with the project areas and ensure the design and construction teams are aware of relevant community issues in order to mitigate the impacts of design and construction;
- respond to all public questions, concerns and complaints about specific construction projects, including those forwarded by the councillors' offices;
- acts as advocates for the community with the project team;
- communicate directly with City Councillors and their staff regarding public information and consultation about the projects; and

- provide updates to councillors on regular basis.

TTC will redesign the construction section of the website to make it easier for people to find information about projects affecting their neighbourhood. We will also look for opportunities to go where the people are- school fairs, BIAs etc. – to provide information about nearby projects.

This new initiative will take some time to put in place but changes are already underway. I would welcome the opportunity to meet with you to better understand your concerns about TTC construction projects and how we can work better with you and your constituents.

Anna Pace
Head of Strategic Partnerships
Transit Expansion Department | Toronto Transit Commission
416-397-8112 | anna.pace@ttc.ca

| Please consider the environment before printing this e-mail

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About Pape Station

Pape Station opened its doors in 1966 as part of the brand new Bloor-Danforth Subway line. Only those stations west of Keele and east of Woodbine would open later (1968).

Over 27,000 people use Pape Station each day.

Three bus routes run out of Pape Station – the 25 Don Mills Northbound, the 72 Pape Northbound and the 81 Thorncliffe Park bus routes, all of which run accessible buses with bike racks.

Public Art

As part of the station modernization, art will be incorporated throughout the station, located on the platforms and concourse as well as the station building interior and exterior. Artist Allan Harding MacKay has integrated architectural features of the station and urban features of the neighbourhood in his work. The Art Design Review Committee for Pape Station held a public art competition and selected the artist's concept, titled "Source/Derivations".

What can you expect during construction?

We know that with any big construction project, the surrounding neighbourhood is affected. We know it won't always be easy, but we are committed to providing the community with an accessible and updated station.

As we continue work, we are committed to:

- Maintaining subway station operations.
- Communicating with you early and often.
- Organizing and staging the work to shorten the length of construction and reduce disruption to the community.
- Complying with City noise by-laws and providing advance notice if night work is necessary.
- Ensuring that our dedicated Community Liaison is available to talk to you and answer your questions.

Devin Horne
Community Liaison
416-397-8696
Devin.horne@ttc.ca

www.ttc.ca

October 2012

TORONTO TRANSIT COMMISSION

Pape Station Modernization

Castle Frank   Broadview   Chester   **Pape**

TORONTO TRANSIT COMMISSION

About TTC's Station Modernization Program

TTC's Station Modernization Program upgrades the interior and exterior public spaces of a station to improve the experience and environment for our customers.

About TTC's Easier Access Progress

Good news for transit riders - TTC's Easier Access Program will make all subway and SRT stations fully accessible to everyone, regardless of their level of mobility. Today, 31 of 69 stations are accessible to people with disabilities, and we are working to ensure that all stations are accessible by 2025.

That's a lot of work to be done in just over a decade. So TTC staff worked with the Advisory Committee on Accessible Transit (ACAT) to decide which stations become accessible first.

In addition to work at Pape, station accessibility improvements are ongoing at Coxwell and Dufferin (and about to start at Lawrence West and Woodbine Stations).
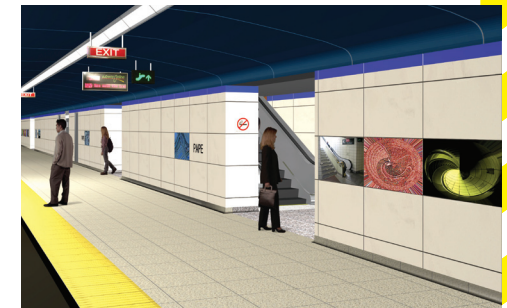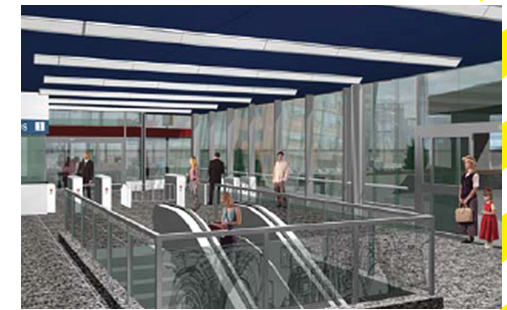
How are we improving Pape Station?

When the work is finished, Pape Station users will find a barrier-free path to all levels of the station including:

- Elevators to access station concourse and eastbound and westbound platforms
- Accessible fare gates
- Automatic sliding doors at station entrances and bus platforms
- Improved wayfinding

All of these modifications were reviewed by ACAT.

Pape Station is also getting a number of upgrades as part of our "Station Modernization" program. These improvements include:

- Upgrading of station finishes
- Enhanced landscaping and bicycle parking area
- Expanded station building and enclosed bus waiting area
- Lighting upgrades at all station levels
- Security upgrades at all station levels

Second Exit

Pape Station is getting a second exit from the subway platforms. This includes:

- New platform exits leading to stairs to the second exit building located at the east end of Lipton Avenue
- Enhanced landscaping at the second exit

The TTC Second Exit program adds exits from subway platforms to improve passenger convenience and safety.

WOODBINE STATION PROJECT

Update to Councillor Janet Davis
Status Update – October 5, 2012

PROJECT SCOPE

Easier Access:
- New elevators from street level to concourse and platforms
- Sliding doors at station entrance and bus platforms
- Way finding / signage improvements.

Second Exit:
- 2nd exit facility at the north west corner of Woodbine Avenue and Strathmore Blvd. combines exits from both subway platforms
- Future conversion to an entrance is possible with additional property acquisition

Station Improvements:
- Localized repairs to exterior and interior finishes, lighting and signage
- Repairs to stairs at main station entrance
- Enhanced landscaping in community garden and bus bay
- Landscaping at 2nd exit

PROJECT SCOPE AND DESIGN

Strathmore Blvd Looking South

Strathmore Blvd Looking North

① Second Exit at North West Corner of Strathmore & Woodbine
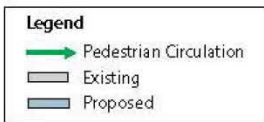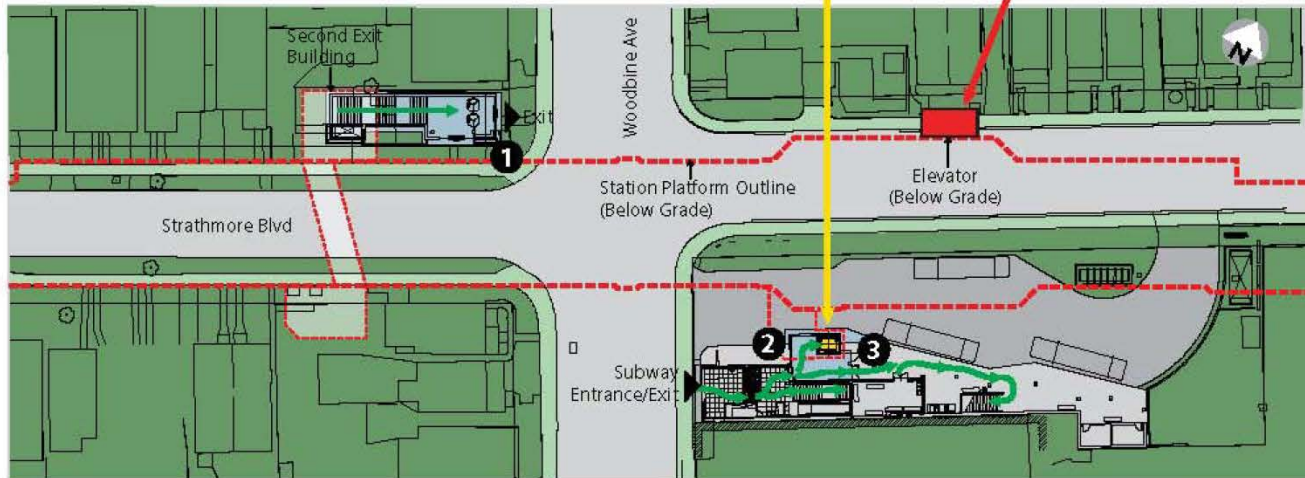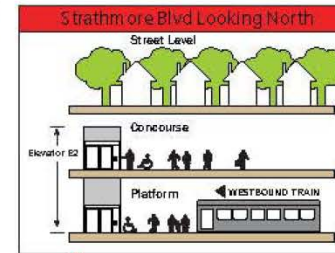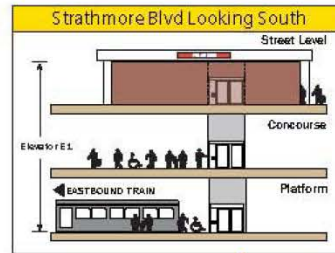
② Main Entrance

③ Elevator E1 Exterior at Bus Platform

Legend
- Pedestrian Circulation
- Existing
- Proposed
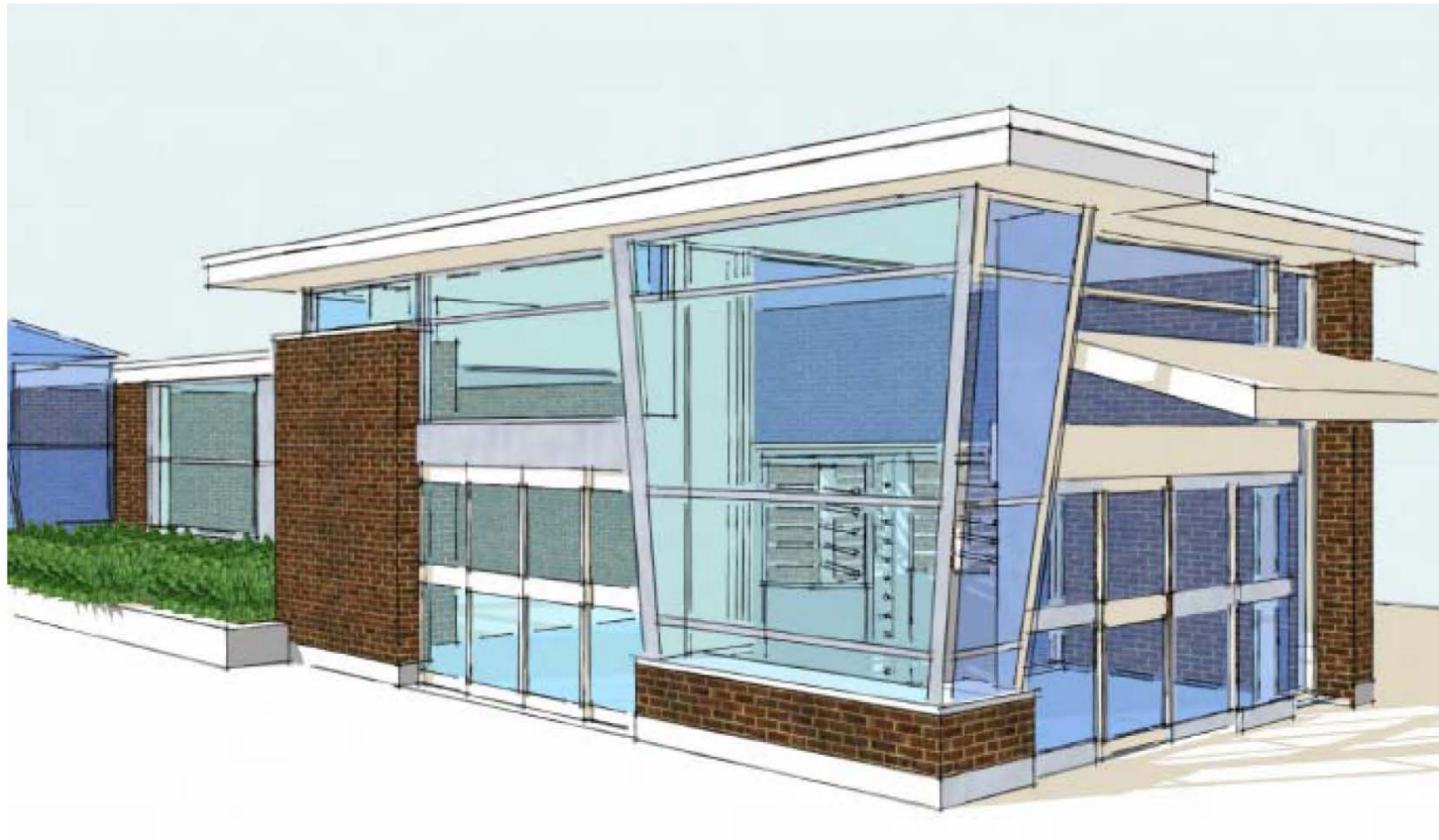
Perspective view looking north west

DESIGN - EASIER ACCESS

Existing entrance

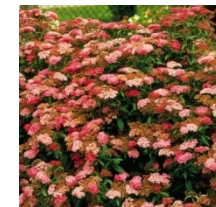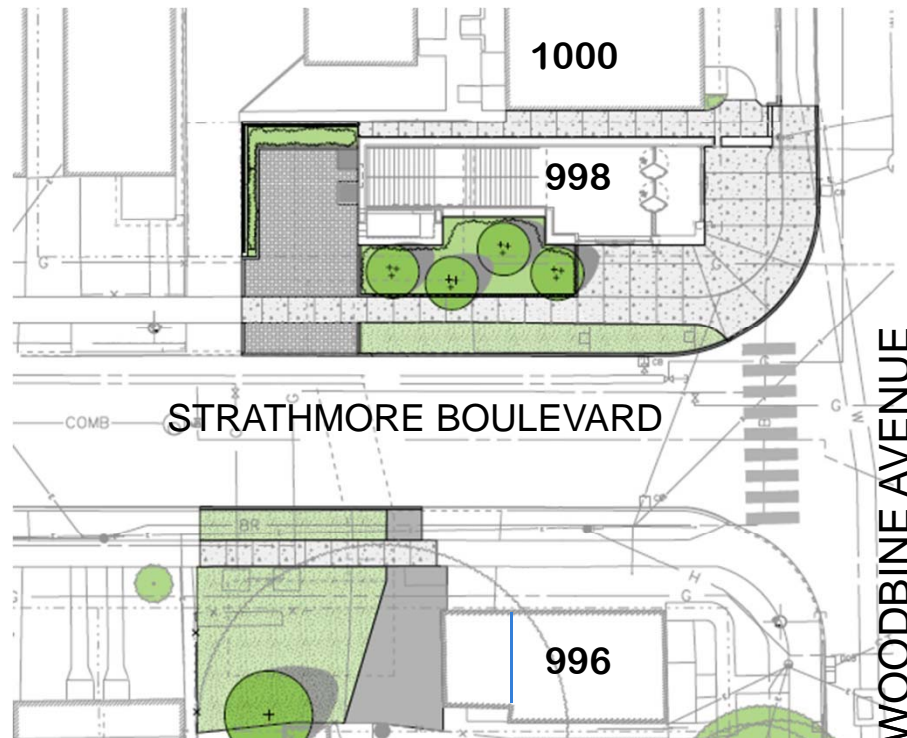New automatic sliding doors, elevators, lighting and selective exterior finishes

1001

666/668

STRATHMORE BOULEVARD
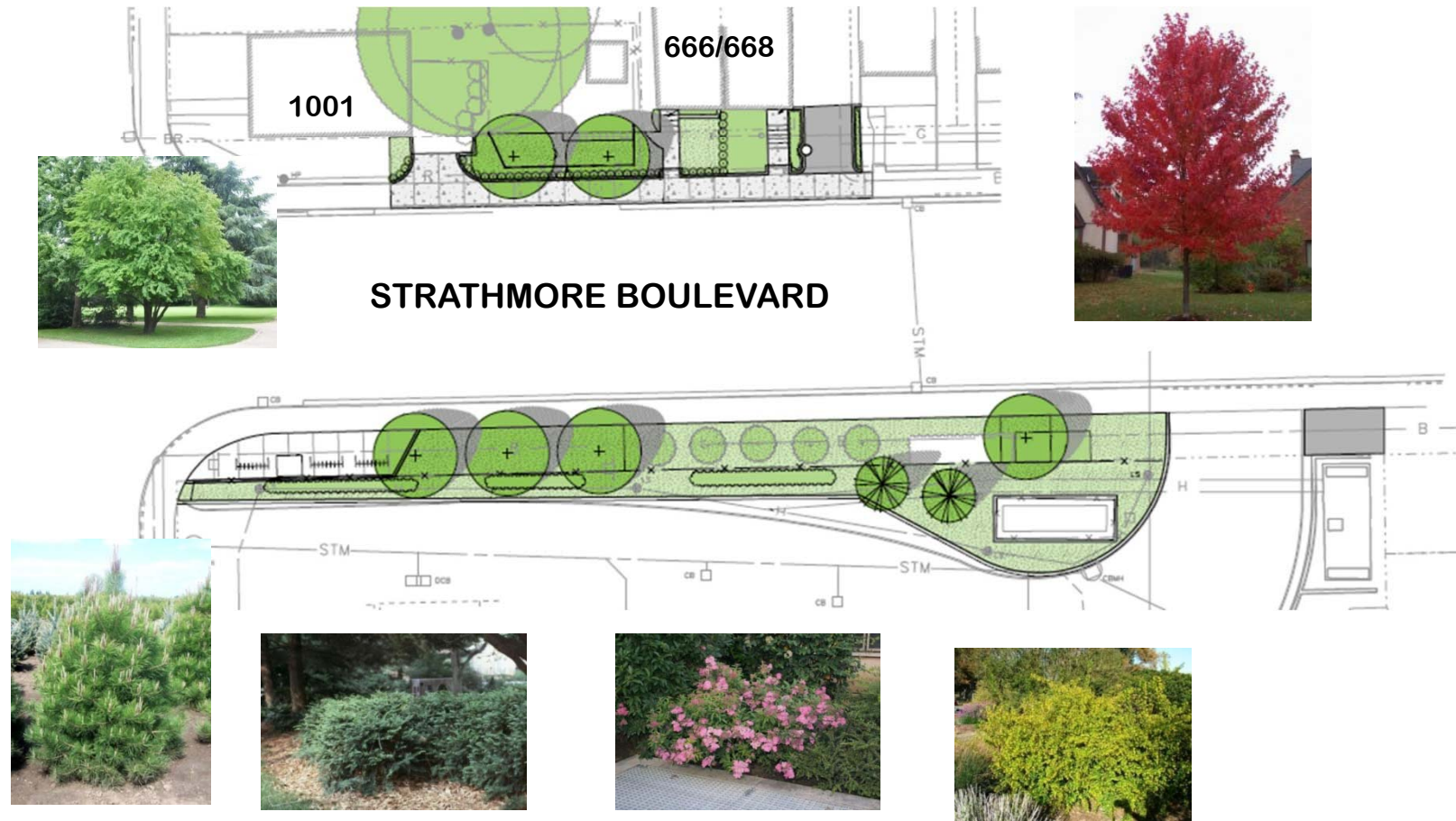
- Enhance landscaping
- Two city-owned trees to be removed and replaced
- 666/668 Strathmore - front yards reinstated
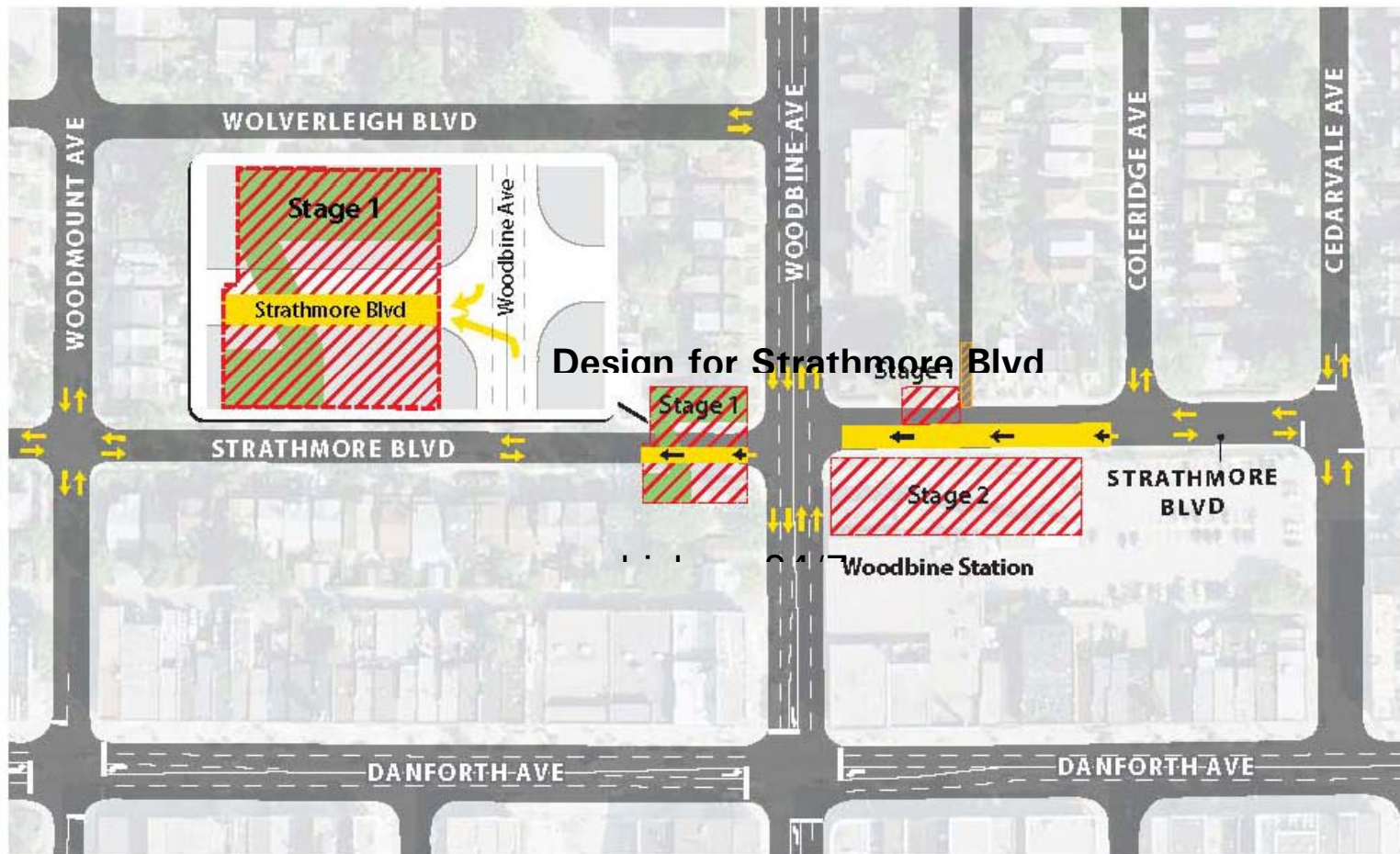- Contractor to maintain trees during warranty period

- Tree at 996 Strathmore to be removed as per arbourist recommendation
- Shade study completed, showing no impact to surrounding residents
- Contractor to maintain trees during warranty period

TRAFFIC MANAGEMENT

1. Lane restriction on Strathmore Blvd.(west of Woodbine Ave)

    West bound-only lane for local vehicular traffic entering from Woodbine Ave

    24/7 access to emergency vehicles – two way access

    Pedestrian access maintained

    Approximate duration 8-12 months

2. Lane restriction on Strathmore Blvd.(east of Woodbine Ave)

    West bound-only lane for local vehicular traffic Coleridge Ave to Woodbine Ave

    24/7 access to emergency vehicles – two way access

    Pedestrian access maintained

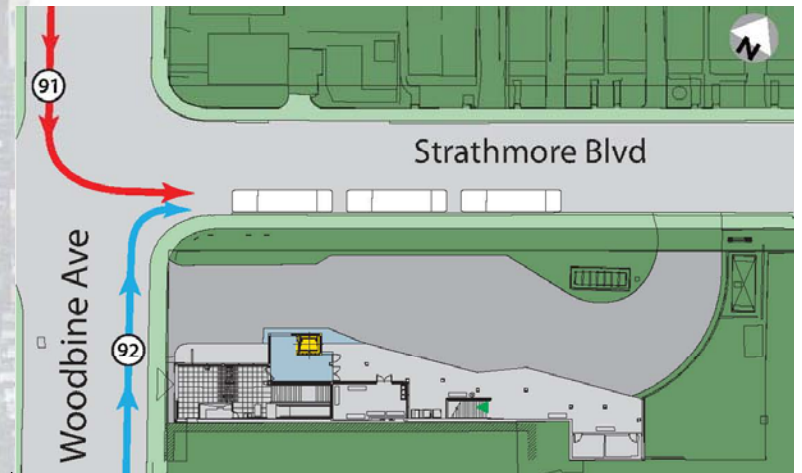   Approximate duration 8-12 months

3. Buses queue on south side of Strathmore Avenue (east of Woodbine) during resurfacing

    Taxi stand to be relocated

    Bus route to be reviewed by TTC

BUS ROUTES

Buses to unload and load on south side of Strathmore Blvd. during resurfacing of bus loop and construction of elevator (9 months)

PROPERTY REQUIREMENTS

Permanent property acquisition:

- 998 Woodbine Ave for 2nd Exit structure
    - Expropriation in progress
    - Possession prior to March 1, 2013
- 996 Woodbine for 2nd Exit structure
    - Negotiated purchase
    - Possession October 11, 2012

Temporary construction easements:

- At rear and south side yard of 1000 Woodbine
    - Settled
- In front of 666 Strathmore Blvd.
    - Expropriation in progress
    - Possession expected by March 1, 2013
- In front 668 Strathmore Blvd.
    - Settled

- **No further reports to City Council regarding property**

End of Presentation

Councillor Davis Woodbine Station Update