

TORONTO TRANSIT COMMISSION REPORT NO.

MEETING DATE: February 25, 2013

SUBJECT: FOLLOW-UP TO OMBUDSMAN'S REPORT

ACTION ITEM

RECOMMENDATION

It is recommended that the Commission endorse the attached Construction Projects Community Relations Management Plan including the TTC Good Neighbour Policy for Construction Projects and the TTC Councillor Relations Policy for Construction Projects.

FUNDING

There are no funding implications related to the recommendations of this report.

BACKGROUND

The report by the City of Toronto Ombudsman, Ms Fiona Creen "*Tunnel Vision: An Investigation into the Toronto Transit Commission Second Exit Project at Donlands and Greenwood Stations*" submitted to Toronto City Council at its meeting on October 30, 2012, included a number of recommendations and the response from the TTC CEO (attached) indicating that the following actions would be taken by the TTC to address the issues identified:

- establish a dedicated department in the TTC to manage communications and interactions with the public and councillors regarding construction projects;
- 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.

DISCUSSION

At its meeting on December 19, 2012, the Commission received a presentation from the Ombudsman on her report and received a report and presentation from TTC staff "*Modernizing the TTC – A New Approach to Communications, Community Relations and Property Coordination for Construction Projects*".

TTC reorganization in 2012, included the establishment of the Strategic Partnerships Department in Engineering, Construction and Expansion to provide a dedicated team with

expertise in communications, community relations and third party issues with responsibility to work with councillors and communities and to act as the communities advocate through the planning, design and construction of projects.

Through the new Strategic Partnerships Department, TTC has been developing and implementing a new approach to modernize community relations for construction projects since its inception in mid-2012. As part of TTC's commitment in response to the Ombudsman, this report provides:

- the Good Neighbour Policy for Construction Projects;
- the Councillor Relations Policy for Construction Projects; and
- the Construction Projects Community Relations Management Plan.

These documents provide clear statements of TTC's commitments to the public that will guide the community relations for every project and TTC interactions with the public and councillors.

These new policies will be provided to all City Councillors. They will be positioned prominently on the new construction projects webpages on the TTC website and provided at all community consultation and outreach events as well as in community offices for major projects such as the Spadina Subway extension and the Leslie Barns.

The Community Relations Management Plan includes reference to contact with the public regarding possible property acquisitions related to construction projects. However, this activity will be further described in the Property Acquisition Management Plan to be submitted to the Commission in April.

CONCLUSION

Modernizing the TTC includes a new approach to community relations and communications for construction projects. The Good Neighbour Policy, Councillor Relations Policy and the Community Relations Management Plan provide the principles and framework for this new and improved approach to working in collaboration with communities and councillors with respect to construction projects.

February 25, 2013

87-02-01

03-06-000100684

- Attachments: 1. Excerpt from - Tunnel Vision: An Investigation into the Toronto Transit Commission Second Exit Projects at Donlands and Greenwood Stations
2. Construction Projects Community Relations Management Plan

Ombudsman Recommendations

Taking into account all the evidence gathered in this investigation, I recommend the following:

1. That the TTC develop a process/procedure by December 31, 2012, for notifying Councillors of new construction projects that are scheduled to take place in their wards.
2. That a communication policy and process be created by February 1, 2013, for notifying property owners of construction projects, and include but not be limited to the following:
 - i. Residents should be informed as early as possible about construction projects.
 - ii. Flyers should be distributed in appropriately marked envelopes.
 - iii. Information in the notice should clearly describe the nature of the project, its objectives and potential impact.
 - iv. A link to the TTC's website for additional information should be included and kept up to date.
 - v. Public consultation information, including a copy of or access to TTC's relevant policies and procedures.
3. That a documented process be developed by February 1, 2013, specifically for property owners facing potential acquisition. Such a process must include, but not be limited to:
 - i. Letters by registered mail to property owners directly affected by construction projects as early as possible.
 - ii. Those letters should be sent before general public notification about the project.
 - iii. The TTC should follow-up with each property owner within one week, to ensure that letters were received and understood.
 - iv. The TTC should inform property owners as early as possible about the procedures and expectations for using temporary easements on selected properties during the construction phase.
 - v. The opportunity to meet face-to-face with TTC staff before general public notification about the project.
 - vi. Access to relevant TTC's policies and procedures (eg. property acquisition and public consultation.)

4. That a public consultation policy and process be developed by December 31, 2012, to include, but not be limited to:
 - i. Ongoing information posts on the TTC website.
 - ii. Accessible information and regularly posted and updated on the website including: presentations, meetings notes, related reports or studies, status updates and any other information that may be relevant.
 - iii. If there is a lead representative for the community, it is the TTC's onus to communicate information to this representative.
 - iv. Opportunities for the public to provide feedback and participate in the decision making process.
5. That training be conducted by December 31, 2012, with relevant TTC staff to ensure they have the appropriate consultation and communication skills.
6. That communication/notice be sent from the CEO or a senior executive by November 30, 2013, regarding the current status of the Donlands and Greenwood Projects and next steps to be implemented along with timelines.
7. That directives be established by February 1, 2013, documenting the responsibilities of the TTC and the City's Real Estate Division to minimize role confusion and improve communication to the public.

12.0 City and TTC Responses

398. Before issuing my final report, I notified the TTC and the City Manager of my tentative findings and recommendations and provided them with an opportunity to make representations, pursuant to section 172(2) of the *City of Toronto Act, 2006*.
399. The City and the TTC provided points of clarification, which I considered and are reflected in my final report.
400. The TTC and City are in agreement with my seven recommendations and their associated timelines.
401. In its response, the City Manager outlined Real Estate's role in capital projects that require the acquisition of properties and explained that its involvement begins only after 30% of the design work has been completed and the final option has been selected. The City Manager outlined Real Estate's expropriation process in the event that acquisition is not successful. He clarified that while it is Real Estate's role to communicate details about construction projects to directly affected property owners in

relation to real estate matters, it is not Real Estate's role to communicate projects as a whole.

402. The City Manager articulated two factors that impeded efficient communication with the residents of Greenwood and Donlands. The first related to inadequate staffing due to a hiring freeze at the City, and the second was that the TTC contacted property owners before Council had fully approved the Project. In ensuring that this does not happen again, City Real Estate will work with the TTC to "establish roles and responsibilities to minimize role confusion and miscommunication."
403. The TTC's response acknowledged that in relation to the Greenwood and Donlands Projects, it did not adequately communicate or consult with the public.
404. On behalf of the TTC, the Chief Executive Officer (CEO) explained that TTC staff failed to properly communicate to the public technical information and engineering principles on which the Project was premised.
405. The CEO advised that prior to the release of my report, "the TTC recognized the need for significant changes in how we communicate with the public and their local councillors on construction projects and how we coordinate with City Real Estate and Legal Divisions regarding property acquisition."
406. The TTC has established an internal communications unit, "Strategic Partnerships" which "will be responsible for managing external interactions with the TTC including communications, community relations and property acquisition." This function, headed by a director, has already begun implementing my recommendations and is in the midst of developing a consultation program and protocol for communicating with Councillors on construction projects.
407. Strategic Partnerships will also liaise with City Real Estate and is "developing protocols and processes to ensure that affected property owners are well informed and that there is a clear delineation of roles and responsibilities and effective coordination between the TTC and the City of Toronto." The TTC will provide additional training in communications to "ensure staff increase and enhance their expertise and stay abreast of new innovations and best practices."
408. The TTC is revising public consultation practices to provide the public with an earlier opportunity to meaningfully participate with the TTC when new construction projects are proposed.

409. "Communication tools and procedures" are being developed to ensure that the public is "well informed of TTC construction projects." The CEO advised that the TTC will be providing information in plain language and will provide more access to information through its revamped website.
410. The CEO advised that all my recommendations will be addressed through its plans, policies, procedures and protocols, including: *TTC Construction Projects Property Acquisition Management Plan, TTC Construction Projects Community Relations and Communications Management Plan, TTC Construction Projects Property Acquisition Management and TTC Protocol Regarding Communicating with Councillors on Construction Projects.*
411. In recognizing the work that lies ahead in developing a new approach to "communications and community relations", the TTC is committed to strengthening and developing "better relationships with communities" to address my recommendations and to "excel at community consultation and engagement."

(Original signed)

Fiona Crean
Ombudsman
October 23, 2012

APPENDIX J – TTC Response

TORONTO TRANSIT COMMISSION



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October 19, 2012

Ms. Fiona Crean
Ombudsman
City of Toronto
375 University Avenue, Suite 203
Toronto, Ontario
M5G 2J5

Dear Ms. Crean:

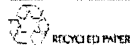
Re: Ombudsman Report

Thank you for the opportunity to review your draft report on "The Investigation into the Toronto Transit Commission Second Exit Projects and Donlands and Greenwood Stations". My executive team and I appreciate the thorough investigation into both the technical and process issues of these projects.

As a general comment, we agree with, and support, the recommendations in your report. The TTC recognizes that the Donlands and Greenwood Stations Second Exit projects were not handled properly from the perspective of community relations, public consultation, communications with affected property owners and communication regarding the rationale and technical issues. Although this pre-dated my appointment, I take responsibility for this and I am committed to ensuring that this does not happen again.

The TTC has developed the Second Exit program premised on technical information and engineering principles. We maintain that our design criteria and principles are appropriate. However, we do recognize, as articulated in your report that the TTC failed to properly communicate with the public. The TTC's construction is governed by highly technical and detailed standards, criteria and processes. We must do a better job of explaining to the public, in an understandable form, how and why our projects are designed the way they are.

Even prior to your report, the TTC recognized the need for significant changes in how we communicate with the public and their local councillors on construction projects and how we coordinate with City Real Estate and Legal Divisions regarding property acquisition. Early in 2012, the reorganization of the Engineering, Construction and Expansion Group was initiated and included the establishment of a separate dedicated department, Strategic Partnerships. This new department will be responsible for managing external interactions with the TTC including communications, community relations, and property acquisition. This department started working on TTC construction projects in the spring of 2012 and in June was fully established with a staff of 11, expected to increase to 15 by early 2013. I



1900 Yonge Street, Toronto, Canada M4S 1Z2
Telephone: 416-393-4000 Web Site: www.ttc.ca

am pleased to report that all of your recommendations are already being addressed through the management plans, policies, procedures and protocols that are in development.

With reference to your specific recommendations, we have the following comments.

The TTC is initiating a program that involves, over the course of a year, an update to each councillor on TTC projects planned in his/her ward over the next five years. We have already started this program. The TTC is also currently developing a program of consultation and updates to councillors on active construction projects. The *TTC Protocol Regarding Communicating with Councillors on Construction Projects* will be completed by December 31, 2012.

The TTC is developing communications tools and procedures to ensure communities, residents, businesses and institutions are well informed of TTC construction projects. These communications tools and procedures include consultation in the early design phases, outreach to inform the public regarding the implications of construction in advance of the construction start, close contact with residents who will be directly affected by construction adjacent to their property, and deployment of construction liaison staff to work as the advocate for the community throughout the course of the project. For every TTC construction project that has implications for the community, a communications plan will be developed to guide the public consultation, community relations, communications and construction liaison through the phases of the project.

The TTC is also committed to providing information in clear language. Technical information will be conveyed in language and graphics to ensure that the relevant issues are understood by the public.

The TTC is currently conducting a review of its website to improve the information and usability regarding construction projects.

The TTC has researched best practices for community information and outreach, and is implementing new approaches to providing information about construction projects to the public based on current best practices.

The *TTC Construction Projects Community Relations and Communications Management Plan* will incorporate these initiatives and is expected to be completed by December 31, 2012.

The City of Toronto acquires the property required by the TTC for construction projects. The TTC has recently reassigned internal responsibility for coordination of property requirements for construction projects and liaison with the City of Toronto Real Estate Division to the Strategic Partnerships Department within Engineering, Construction and Expansion. The TTC is currently developing protocols and processes to ensure that affected property owners are well informed and that there is a clear delineation of roles and responsibilities and effective coordination between the TTC and the City of Toronto.



Your recommendations will be addressed in the *TTC Construction Projects Property Acquisition Management Plan* expected to be completed by the end of February 2013.

In order to provide the public with more opportunity for meaningful input into TTC projects, we are revising the practices for public consultation by engaging the public earlier in the development of a project's concept and design. The TTC is committed to providing full information about all construction projects on the TTC website and we are reviewing and revamping the website to make it easier for the public to find the relevant information, and to participate in the consultation process on-line or through other social media. The *TTC Construction Projects Community Relations and Communications Management Plan* will specifically address public consultation. The TTC is also preparing a plain language communication plan about the Second Exit and other similar programs such as the Easier Access Program.

The Strategic Partnerships staff responsible for communications and community relations are trained communications specialists with extensive experience. The TTC will provide additional training to ensure staff increase and enhance their expertise and stay abreast of new innovations and best practices.

The TTC is committed to providing communications to the communities in the vicinity of the Donlands and Greenwood Stations to provide them with a project status, including next steps. A communications plan will be developed for the projects through the design and construction phases.

As part of the *TTC Construction Projects Property Acquisition Management* the TTC will work with the City of Toronto Real Estate Division to clearly define roles and responsibilities.

We appreciate that we were able to meet with you and your team to discuss the report. The TTC recognizes that it has significant work ahead to document and fully implement its new approach to communications and community relations, and to develop better relationships with communities to address your recommendations. We assure you that we are fully committed to these changes as they are part of our vision of modernizing the TTC, and they are consistent with my determination that from now on, the TTC will excel at community consultation and engagement.

Sincerely,



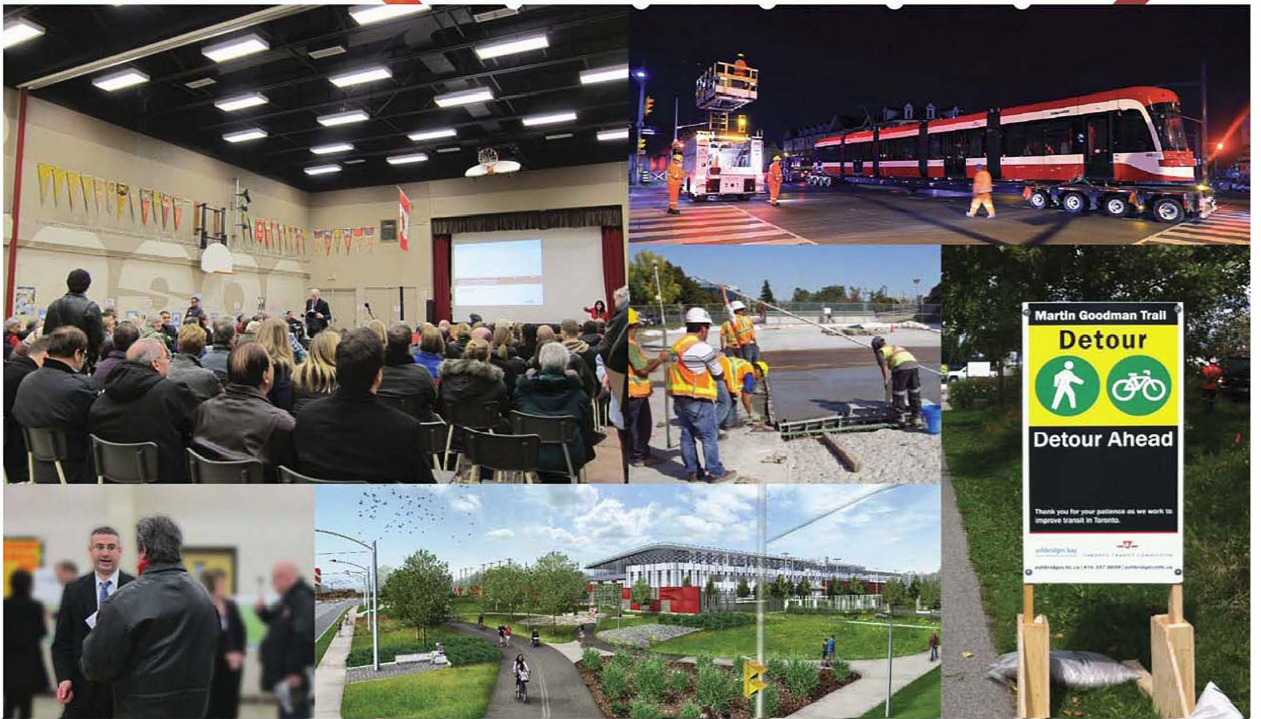
Andy Byford
Chief Executive Officer

55-04-03



TTC Construction Projects

Good Neighbour Policy
Councillor Relations Policy
Community Relations Management Plan



Prepared by TTC – Engineering, Construction and Expansion Group
Strategic Partnerships Department

February 2013



TORONTO TRANSIT COMMISSION



Strategic Partnerships
Toronto Transit Commission
5160 Yonge Street, 13th Floor
Toronto, Ontario, Canada
M2N 6L9



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TTC Good Neighbour Policy For Construction Projects

The TTC builds, improves and expands transit infrastructure to provide service that is comfortable, reliable, rapid, safe, accessible, integrated with and supportive of the communities we serve. We are committed to informing, engaging and involving the public in construction projects that affect their communities and TTC customers. Our public communications are guided by three principles:

- We will share as much information as possible with the community;
- We will listen actively and invite public input into decision-making;
- We will inform, consult with and involve the public on projects that impact their communities.

For all projects that impact the public we promise to:

Consult early and often. We will seek input early, and keep you informed throughout the project design, engineering and construction.

Actively engage the community. We will reach out to City Councillors, local residents, businesses and community groups to increase community involvement in our projects.

Provide clear, accurate and timely information. We will make information available in a way that can be easily understood, from project construction plans and schedules to design choices.

Communicate proactively. We will have dedicated community liaison staff who will be active locally and advocate on behalf of local communities.

Offer multiple ways to get involved. We will work with the community to determine which tools best work to explain the project to and obtain feedback from the most people.

Be accessible. We will make information easily available in formats and other languages as appropriate.

Support the community during construction. We will make every effort to ensure businesses can operate, to provide traffic and transit service information for local residents, TTC riders and road users, and to work with our contractors to limit noise, dust and vibration.

Listen and respond. We will provide two-way communications and consider and respond to all suggestions and concerns.

Balance the interests of the project stakeholder: Local Communities, TTC Customers and Taxpayers.



TTC Councillor Relations Policy For Construction Projects

The TTC builds, improves and expands transit infrastructure to provide a service that is comfortable, reliable, rapid, safe, accessible, integrated with and supportive of the communities we serve. We are committed to informing, engaging and involving the public in construction projects that affect their community. As elected representatives, City Councillors are among the most important audiences for communications. They perform a vital role representing their communities' interests and are an important partner in effective community relations.

Our public communications are guided by three principles:

- We will share as much information as possible with the community;
- We will listen actively and invite public input into decision-making;
- We will inform, consult with and involve the public on projects that impact them.

To act on these principles we will consult with local City Councillors on all projects that affect the communities they represent in the following ways:

Share information in advance. Councillors have a right to know about a public agency's plans for their communities. They should never be surprised by a TTC project.

Consult early and often. We will seek local Councillors' input at the beginning of the design process, and keep them informed throughout the project design, engineering and construction.

Consult on community engagement. We will work with local Councillors on developing effective community engagement, outreach and consultation programs.

Provide clear, accurate and timely information. We will make all relevant information available, from budgets and project construction plans/schedules to design choices.

Collaborate to support the community during construction. We will work with local Councillors and their staff to ensure that impacts are effectively communicated and community concerns are addressed as quickly as possible. In the event that a concern cannot be addressed, clear explanations will be given for exactly why this is the case and alternative solutions will be explored.

Involve in project planning. From the beginning of a project, we will invite Councillor participation in the project decision-making process.



Construction Projects Community Relations Management Plan

1 INTRODUCTION

Making the TTC “*A transit system that makes Toronto proud*” includes building, improving and expanding transit infrastructure through collaboration and meaningful two-way communications with affected communities.

The TTC is developing programs and procedures to implement construction projects with a high level of communication, information and public engagement. This is an essential element for the success of the TTC as it builds trust with communities and public confidence in investment in transit.

The **TTC Good Neighbour Policy** and **Councillor Relations Policy** provide the basis for this Community Relations and Communications Management Plan. The Plan implements and further articulates TTC’s commitment to the public and City Councillors and provides a framework for collaboration between the TTC and the public for transit construction projects.

2 CONTEXT

TTC’s program of capital improvement and expansion of transit infrastructure consists of more than 500 projects over the next five years. Most of these projects involve maintenance and rehabilitation work within facilities and have no impact on the general public. Over the past several years, an increasing number of TTC construction projects have begun to involve enhancements to existing infrastructure and have more impact on communities and the on 1.6 million people that use the TTC daily.

TTC has recognized that we require greater attention and resources to improve communications and address community concerns related to construction projects for several reasons:

1. **More projects impact communities** – Whether we are adding Second Exits to improve safety, upgrading subway stations to provide accessibility, or expanding or building new vehicle maintenance and storage facilities to accommodate ridership growth, these projects are required to “fit in” to existing urban areas and established communities. In the past decade TTC has embarked on major programs that are significantly changing existing transit infrastructure, including adding new facilities and lines in response to steadily increasing transit ridership.
2. **Changing public expectations** – Public expectations for engagement in changes to their communities has shifted from “tell us” to “ask us” to “involve us”. Not only does the public, and particularly affected communities, want to be aware of a project, program or decision, increasingly there is strong desire to become involved in a meaningful way.



Communities need to clearly understand and be able to support the project planning process as being fair, transparent and inclusive.

3. **Modernizing the TTC** – Delivering construction projects on time and on budget means using best practices and changing the way we do business to engage, educate and serve the public.
4. **Accountability** - The enormous capital investment in the TTC by the City of Toronto, contributions from the Province of Ontario and from the Government of Canada all come from one taxpayer. It is the TTC's responsibility to ensure that the public understands the benefits and improvements to transit resulting from their investment.

Community relations is the bridge between the public and the engineering and construction teams,

3 PRINCIPLES

The TTC's principles for community relations are:

- Engagement of the public at large in the vision and goals of improved transit;
- Effective public education communication about the investment, purpose, planning and decision-making for transit infrastructure;
- Consultation with affected communities and TTC customers as a fundamental part of the planning and decision-making processes for transit infrastructure projects;
- Collaboration with local councillors and communities as an important element in the success of transit infrastructure projects;
- Community relations staff as advocates for the community through the planning, design and construction of projects;
- Timely, accurate, clear and consistent public information about transit infrastructure projects. Inclusive public engagement that provides information and opportunities for involvement through a variety of means, in languages other than English where appropriate, and through graphics and visuals;
- Balance the interests of stakeholders – local, customers and taxpayers.

4 CAPACITY AND ORGANIZATION

The TTC Engineering, Construction & Expansion Group (ECE) mandate is to develop, improve and expand TTC infrastructure, and involves a wide range of construction projects. Understanding the relationship between public transit and neighbourhoods and building projects on a busy transit system is a communications and community relations challenge like no other.



TTC has established ECE's Strategic Partnerships Department with dedicated professional staff and resources to provide communications and community relations expertise and resources, and to be responsible for other elements of infrastructure planning and construction that impact communities, including property acquisition coordination and permits and approvals. These groups work with the project management team responsible for design, engineering and construction.

Strategic Partnerships in Engineering, Construction and Expansion



5 COMMUNICATIONS

Regardless of the scale or impact of a project, all communications products should aim to:

Explain the benefits & context – Every project contributes to the transit network and this “big picture” perspective is critical to understanding the value and long-term benefits of the project, as well as establishing the need for the work.

Describe activity – The public should be clearly informed of the scale, scope and techniques to be employed.

Explain timing and status – Project start date and expected completion date or duration should be included wherever possible, or, in the case of unfunded projects, the budget stats and governance context.

Acknowledgement of need for cooperation from community – All project materials to include “Thank you for your patience as we work to improve transit in Toronto.”



5.1 City Councillor Relations

The Strategic Partnerships staff will be the point of contact with City Councillors on construction projects. The ECE Councillor Relations Policy provides an explicit statement of the TTC's commitment to informing and consulting with City Councillors. Although the main point of contact will be with the City Councillor in whose ward the project is located, it is recognized that adjacent City Councillors will be informed and, where appropriate, engaged in discussions on projects.

Councillors will be provided with an annual "Five Year Look-Ahead" of the projects in their wards, consulted on communications initiatives regarding projects in their communities and informed early of changes to the scope, schedule, funding or implementation of a project. As part of the Public Engagement Process described below, Councillors will be informed and consulted at each stage and in advance of every consultation activity, and informed of impending Commission and City Council decisions related to the projects in their ward.

5.2 TTC Website

The TTC website is being re-organized to make it much easier to find information about current construction projects, plans for improvements and upgrades and long term transit proposals.

The web pages for projects will provide up to date information in languages and graphics that will inform the public. The website will also be used to conduct on-line consultations, surveys and provide reports on consultations and information on decision making.

6 PUBLIC ENGAGEMENT PROCESS

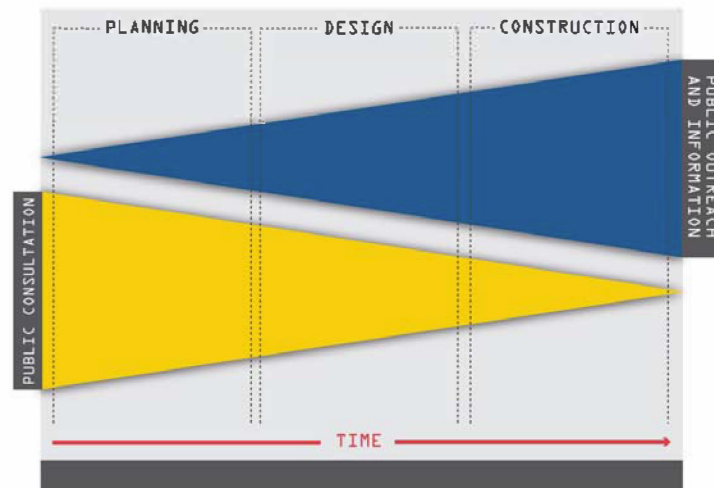
ECE manages hundreds of projects every year – each with its own context and issues. Many of the projects do not impact the public at all; others result in change to the community and disruption during construction. There is no one-size-fits-all process for all projects, so this policy aims to guide and inform based on the following objectives:

- Share as much information as possible with the community;
- Listen actively and invite public input into decision-making;
- Inform, consult with and involve the public on projects that impact them;
- Respond to questions, concerns, complaints with timely and effective information or action.

As the project moves from concept to completion, there must be the right balance of public engagement and information and the key decision points must have the highest level of public input and awareness. Public engagement and community consultation are most important



during project planning and design. When key decisions are made, pro-active project outreach will ensure continued awareness of the project scope and impending construction. During construction the focus is on the liaison to support the affected community by receiving and responding to construction-related inquiries and complaints, anticipating and mitigating construction impacts, providing information about the overall benefits of the project and marking key milestones.



6.1 The Planning Phase

The planning phase is the first opportunity to share the purpose of a project with the public. At this stage, staff initiates the first public contact and the community relations team reaches out to local stakeholders to provide an opportunity to become involved.

Key public engagement activities:

- Inform the public about:
 - Project purpose and benefits using public education, explainer videos, brochures and presentations;
 - Safety and engineering requirements and funding allocation.

- Engage the community about:
 - Preliminary project design;
 - Development and assessment of options;
 - Environmental, social and local economic impacts and mitigation measures of the project;
 - A high level assessment of the construction issues;
 - Community impacts and concerns.



- Development of the project contact email list including interested residents, BIAs, institutions, community and ethnic media, local businesses and any other individual or entity that wants to be kept informed of the project.
 - Receive and respond to inquiries through the Project Inquiry Management System (PIMS);
 - Attend and present at BIA, resident association meetings;
 - Displays in public spaces.
- Establish the role of community relations and the community liaison to initiate relationship-building with the community.
- Assign community liaison staff for consultation and outreach.

This stage may also involve consideration of options that require property. TTC will communicate directly with owners of potentially affected properties.

Throughout this phase the TTC will:

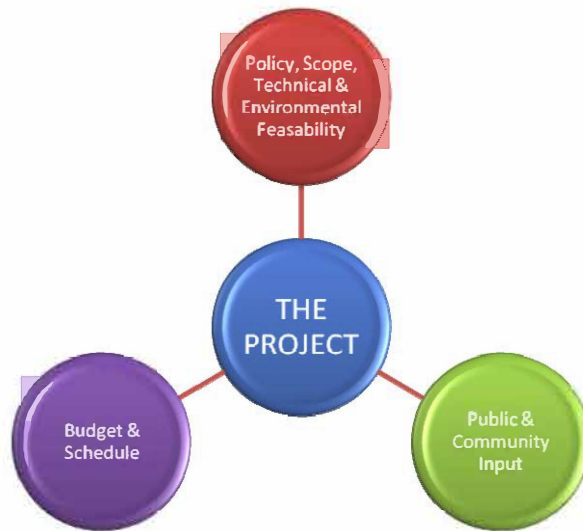
- Post the information, findings and progress of public consultation on the website;
- Clearly identify how the public input was incorporated in the final design or articulate why certain feedback may not have been incorporated.

The planning phase will conclude with the scope, location and configuration of the project components including the identification of property requirements.

A report to the Commission will confirm the plan for the project and any requirement for property.

Throughout the planning phase the TTC will provide the public with information about the process, recommendations and decisions as well as the decision making process related to the project.

The planning process sets the context and requirements for the project. It is important that the public be involved early. It is also important to set realistic expectations, to clearly explain all of the factors that will impact the decision making process, and to recognize that not everyone may agree or support the final conclusion.



6.2 Design Phase

Once the Project Plan is confirmed, public engagement activities include:

- Broad public communication and information about the Project Plan, including the purpose, benefits, scope and property requirements;
- Community consultation regarding the architectural treatment, finishes and landscaping;
- Community information regarding potential construction impacts such as tree removals and replantings, transit re-routing, and traffic restrictions, with consultation regarding mitigation.

Depending on the nature and scope of the project, further reporting to the Commission at this stage may be required to provide information about the implementation of the project.

6.3 Pre-construction Phase

Following the planning and design phases, the TTC will determine the timing for construction based on budget allocations and considerations such as coordination with other TTC, City, or private construction projects in the area. If the construction start is within the next two years, detailed design and engineering will be conducted leading to the preparation of the contract documents for tender.



Prior to construction, public engagement will include:

- Continued public information about the scope, purpose and benefits of the project;
- Public information about the construction schedule and pre-construction activities such as geo-technical and utility identification, (e.g. bore-holes);
- Development of disruption management plans with the community for traffic, transit routing, parking, noise, dust, pedestrian access to businesses, schools and daycares, staging, signage, hoarding, fencing, garbage and debris plans;
- Ensuring that TTC requirements for the contractor regarding community concerns and sensitive work areas are reflected in the contract;
- Development "business support" plans for construction such as prominent signage for impacted businesses, development of art and design for construction fencing and hoarding.

At this stage there may be opportunities to involve the community in the development of measures that may result in tradeoffs, such as accepting more disruption for a shorter period in order to complete the project more quickly. Such measures and tradeoffs may include:

- Longer daily construction hours requiring noise by-law exemptions
- Limited road or intersection closures for complex work

A Community Liaison Committee may be established as an ongoing forum for construction-related issues. The CLC would meet regularly to be updated on project progress and upcoming staging as well as to raise concerns and questions that need to be addressed by the construction team before implementation.

6.4 Construction Phase

The construction phase will involve ongoing community relations and plans developed in parallel with project contracts. The community liaison staff will be the point of contact for the community and Councillors and their advocate with the construction contractor.

Community liaison staff will be a visible presence in the vicinity of the construction and their contact information will be available to the adjacent community. Tender documents will include specifications to require contractors to provide effective communication, and coordinate with community liaison staff through the project team.

The communications imperatives of the construction phase include:

- Receive and respond to complaints, issues and questions promptly and effectively using the new Project Inquiry Management System (PIMS);
- Anticipate community issues and resolve them with project and construction team;
- Monitor effectiveness of Disruption Management Plans based on public feedback;
- Provide issues reports to the contractors and project engineers;
- Visit and communicate with all properties and businesses adjacent to construction regularly;
- Provide construction phasing and methodology to business and community groups;



- Coordinate with the project team and contractor representative to resolve issues (e.g. dust, access, storage);
- Regularly issue public notices, website updates and/or social media updates, to inform the local community and the broader audience on construction activity and progress;
- Identify sensitive issues in the community and ensure the project team is informed as early as possible to avoid problems;
- Ensure the local Councillor is aware of any issues in the community or changes to the project schedule and implementation.

6.5 Communications Methods and Tools

TTC Projects Webpages

The TTC website will be the repository for information about plans, designs, consultations and construction activity for TTC infrastructure projects. The TTC website is currently under review and changes will be made over the next several months to significantly improve the organization and navigation of the website for construction projects as well as improve the quality and timeliness of the information available.

Project Inquiry Management System (PIMS)

Concurrent with the website improvements, TTC is also implementing a state-of the art system for receiving, responding, tracking and monitoring complaints and inquiries about planned and active construction projects. With further improvements and updating of the TTC website, the PIM system will receive questions directly from the website.

Consultation and Outreach Tools and Mechanisms

As each project and community is unique, TTC will use tools and approaches that are the most effective. While communities want to be involved, people's time is valuable. Consultation techniques will be used to ensure that participants' time is well spent and will involve:

- Meetings
- Open house public consultation
- Workshops
- Online consultation

Public information will be provided primarily through email to the project contact lists and TTC Builds web pages but based on the project, will also include:

- Travelling information displays in subway stations, local stores or other locations that are frequented by the public;
- Brochures with infographics and plain language;
- Videos to explain aspects of projects;
- Advertising in local newspapers;
- Information on social media.



7 ANNUAL REPORTING

Each year a report on TTC Community Relations for the Engineering, Construction and Expansion Department will be provided to the Commission and the public. This report will provide highlights of the project activities through the year, a summary of the public consultation and information provided, the feedback submitted, responses and reporting on inquiries as well as lessons learned from communities and new best practices.

Ombudsman Recommendations

Taking into account all the evidence gathered in this investigation, I recommend the following:

1. That the TTC develop a process/procedure by December 31, 2012, for notifying Councillors of new construction projects that are scheduled to take place in their wards.
2. That a communication policy and process be created by February 1, 2013, for notifying property owners of construction projects, and include but not be limited to the following:
 - i. Residents should be informed as early as possible about construction projects.
 - ii. Flyers should be distributed in appropriately marked envelopes.
 - iii. Information in the notice should clearly describe the nature of the project, its objectives and potential impact.
 - iv. A link to the TTC's website for additional information should be included and kept up to date.
 - v. Public consultation information, including a copy of or access to TTC's relevant policies and procedures.
3. That a documented process be developed by February 1, 2013, specifically for property owners facing potential acquisition. Such a process must include, but not be limited to:
 - i. Letters by registered mail to property owners directly affected by construction projects as early as possible.
 - ii. Those letters should be sent before general public notification about the project.
 - iii. The TTC should follow-up with each property owner within one week, to ensure that letters were received and understood.
 - iv. The TTC should inform property owners as early as possible about the procedures and expectations for using temporary easements on selected properties during the construction phase.
 - v. The opportunity to meet face-to-face with TTC staff before general public notification about the project.
 - vi. Access to relevant TTC's policies and procedures (eg. property acquisition and public consultation.)

4. That a public consultation policy and process be developed by December 31, 2012, to include, but not be limited to:
 - i. Ongoing information posts on the TTC website.
 - ii. a Accessible information and regularly posted and updated on the website including: presentations, meetings notes, related reports or studies, status updates and any other information that may be relevant.
 - iii. If there is a lead representative for the community, it is the TTC's onus to communicate information to this representative.
 - iv. Opportunities for the public to provide feedback and participate in the decision making process.
5. That training be conducted by December 31, 2012, with relevant TTC staff to ensure they have the appropriate consultation and communication skills.
6. That communication/notice be sent from the CEO or a senior executive by November 30, 2013, regarding the current status of the Donlands and Greenwood Projects and next steps to be implemented along with timelines.
7. That directives be established by February 1, 2013, documenting the responsibilities of the TTC and the City's Real Estate Division to minimize role confusion and improve communication to the public.

12.0 City and TTC Responses

398. Before issuing my final report, I notified the TTC and the City Manager of my tentative findings and recommendations and provided them with an opportunity to make representations, pursuant to section 172(2) of the *City of Toronto Act, 2006*.
399. The City and the TTC provided points of clarification, which I considered and are reflected in my final report.
400. The TTC and City are in agreement with my seven recommendations and their associated timelines.
401. In its response, the City Manager outlined Real Estate's role in capital projects that require the acquisition of properties and explained that its involvement begins only after 30% of the design work has been completed and the final option has been selected. The City Manager outlined Real Estate's expropriation process in the event that acquisition is not successful. He clarified that while it is Real Estate's role to communicate details about construction projects to directly affected property owners in

relation to real estate matters, it is not Real Estate's role to communicate projects as a whole.

402. The City Manager articulated two factors that impeded efficient communication with the residents of Greenwood and Donlands. The first related to inadequate staffing due to a hiring freeze at the City, and the second was that the TTC contacted property owners before Council had fully approved the Project. In ensuring that this does not happen again, City Real Estate will work with the TTC to "establish roles and responsibilities to minimize role confusion and miscommunication."
403. The TTC's response acknowledged that in relation to the Greenwood and Donlands Projects, it did not adequately communicate or consult with the public.
404. On behalf of the TTC, the Chief Executive Officer (CEO) explained that TTC staff failed to properly communicate to the public technical information and engineering principles on which the Project was premised.
405. The CEO advised that prior to the release of my report, "the TTC recognized the need for significant changes in how we communicate with the public and their local councillors on construction projects and how we coordinate with City Real Estate and Legal Divisions regarding property acquisition."
406. The TTC has established an internal communications unit, "Strategic Partnerships" which "will be responsible for managing external interactions with the TTC including communications, community relations and property acquisition." This function, headed by a director, has already begun implementing my recommendations and is in the midst of developing a consultation program and protocol for communicating with Councillors on construction projects.
407. Strategic Partnerships will also liaise with City Real Estate and is "developing protocols and processes to ensure that affected property owners are well informed and that there is a clear delineation of roles and responsibilities and effective coordination between the TTC and the City of Toronto." The TTC will provide additional training in communications to "ensure staff increase and enhance their expertise and stay abreast of new innovations and best practices."
408. The TTC is revising public consultation practices to provide the public with an earlier opportunity to meaningfully participate with the TTC when new construction projects are proposed.

409. "Communication tools and procedures" are being developed to ensure that the public is "well informed of TTC construction projects." The CEO advised that the TTC will be providing information in plain language and will provide more access to information through its revamped website.
410. The CEO advised that all my recommendations will be addressed through its plans, policies, procedures and protocols, including: *TTC Construction Projects Property Acquisition Management Plan, TTC Construction Projects Community Relations and Communications Management Plan, TTC Construction Projects Property Acquisition Management and TTC Protocol Regarding Communicating with Councillors on Construction Projects.*
411. In recognizing the work that lies ahead in developing a new approach to "communications and community relations", the TTC is committed to strengthening and developing "better relationships with communities" to address my recommendations and to "excel at community consultation and engagement."

(Original signed)

Fiona Crean
Ombudsman
October 23, 2012

APPENDIX J – TTC Response

TORONTO TRANSIT COMMISSION



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CHAIR
GLENN DE BADEMAEKER
VICE-CHAIR
ANDY BYFORD
CHIEF EXECUTIVE OFFICER



MARIA ALCHAMERI
RAYMOND CHO
JUSTI COLETTI
PETER MILCZYK
EILIN PARKER



October 19, 2012

Ms. Fiona Crean
Ombudsman
City of Toronto
375 University Avenue, Suite 203
Toronto, Ontario
M5G 2J5

Dear Ms. Crean:

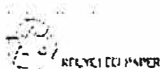
Re: Ombudsman Report

Thank you for the opportunity to review your draft report on "The Investigation into the Toronto Transit Commission Second Exit Projects and Donlands and Greenwood Stations". My executive team and I appreciate the thorough investigation into both the technical and process issues of these projects.

As a general comment, we agree with, and support, the recommendations in your report. The TTC recognizes that the Donlands and Greenwood Stations Second Exit projects were not handled properly from the perspective of community relations, public consultation, communications with affected property owners and communication regarding the rationale and technical issues. Although this pre-dated my appointment, I take responsibility for this and I am committed to ensuring that this does not happen again.

The TTC has developed the Second Exit program premised on technical information and engineering principles. We maintain that our design criteria and principles are appropriate. However, we do recognize, as articulated in your report that the TTC failed to properly communicate with the public. The TTC's construction is governed by highly technical and detailed standards, criteria and processes. We must do a better job of explaining to the public, in an understandable form, how and why our projects are designed the way they are.

Even prior to your report, the TTC recognized the need for significant changes in how we communicate with the public and their local councillors on construction projects and how we coordinate with City Real Estate and Legal Divisions regarding property acquisition. Early in 2012, the reorganization of the Engineering, Construction and Expansion Group was initiated and included the establishment of a separate dedicated department, Strategic Partnerships. This new department will be responsible for managing external interactions with the TTC including communications, community relations, and property acquisition. This department started working on TTC construction projects in the spring of 2012 and in June was fully established with a staff of 11, expected to increase to 15 by early 2013. I



1900 Yonge Street, Toronto, Canada M5S 1Y2
Telephone: 416-393-4000 Web Site: www.ttc.ca

am pleased to report that all of your recommendations are already being addressed through the management plans, policies, procedures and protocols that are in development.

With reference to your specific recommendations, we have the following comments.

The TTC is initiating a program that involves, over the course of a year, an update to each councillor on TTC projects planned in his/her ward over the next five years. We have already started this program. The TTC is also currently developing a program of consultation and updates to councillors on active construction projects. The *TTC Protocol Regarding Communicating with Councillors on Construction Projects* will be completed by December 31, 2012.

The TTC is developing communications tools and procedures to ensure communities, residents, businesses and institutions are well informed of TTC construction projects. These communications tools and procedures include consultation in the early design phases, outreach to inform the public regarding the implications of construction in advance of the construction start, close contact with residents who will be directly affected by construction adjacent to their property, and deployment of construction liaison staff to work as the advocate for the community throughout the course of the project. For every TTC construction project that has implications for the community, a communications plan will be developed to guide the public consultation, community relations, communications and construction liaison through the phases of the project.

The TTC is also committed to providing information in clear language. Technical information will be conveyed in language and graphics to ensure that the relevant issues are understood by the public.

The TTC is currently conducting a review of its website to improve the information and usability regarding construction projects.

The TTC has researched best practices for community information and outreach, and is implementing new approaches to providing information about construction projects to the public based on current best practices.

The *TTC Construction Projects Community Relations and Communications Management Plan* will incorporate these initiatives and is expected to be completed by December 31, 2012.

The City of Toronto acquires the property required by the TTC for construction projects. The TTC has recently reassigned internal responsibility for coordination of property requirements for construction projects and liaison with the City of Toronto Real Estate Division to the Strategic Partnerships Department within Engineering, Construction and Expansion. The TTC is currently developing protocols and processes to ensure that affected property owners are well informed and that there is a clear delineation of roles and responsibilities and effective coordination between the TTC and the City of Toronto.



Your recommendations will be addressed in the *TTC Construction Projects Property Acquisition Management Plan* expected to be completed by the end of February 2013.

In order to provide the public with more opportunity for meaningful input into TTC projects, we are revising the practices for public consultation by engaging the public earlier in the development of a project's concept and design. The TTC is committed to providing full information about all construction projects on the TTC website and we are reviewing and revamping the website to make it easier for the public to find the relevant information, and to participate in the consultation process on-line or through other social media. The *TTC Construction Projects Community Relations and Communications Management Plan* will specifically address public consultation. The TTC is also preparing a plain language communication plan about the Second Exit and other similar programs such as the Easier Access Program.

The Strategic Partnerships staff responsible for communications and community relations are trained communications specialists with extensive experience. The TTC will provide additional training to ensure staff increase and enhance their expertise and stay abreast of new innovations and best practices.

The TTC is committed to providing communications to the communities in the vicinity of the Donlands and Greenwood Stations to provide them with a project status, including next steps. A communications plan will be developed for the projects through the design and construction phases.

As part of the *TTC Construction Projects Property Acquisition Management* the TTC will work with the City of Toronto Real Estate Division to clearly define roles and responsibilities.

We appreciate that we were able to meet with you and your team to discuss the report. The TTC recognizes that it has significant work ahead to document and fully implement its new approach to communications and community relations, and to develop better relationships with communities to address your recommendations. We assure you that we are fully committed to these changes as they are part of our vision of modernizing the TTC, and they are consistent with my determination that from now on, the TTC will excel at community consultation and engagement.

Sincerely,



Andy Byford
Chief Executive Officer

55-04-03



TTC Construction Projects

Good Neighbour Policy
Councillor Relations Policy
Community Relations Management Plan



Prepared by TTC – Engineering, Construction and Expansion Group
Strategic Partnerships Department

February 2013



TORONTO TRANSIT CC





Strategic Partnerships
Toronto Transit Commission
5160 Yonge Street, 13th Floor
Toronto, Ontario, Canada
M2N 6L9



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TTC Good Neighbour Policy For Construction Projects

The TTC builds, improves and expands transit infrastructure to provide service that is comfortable, reliable, rapid, safe, accessible, integrated with and supportive of the communities we serve. We are committed to informing, engaging and involving the public in construction projects that affect their communities and TTC customers. Our public communications are guided by three principles:

- We will share as much information as possible with the community;
- We will listen actively and invite public input into decision-making;
- We will inform, consult with and involve the public on projects that impact their communities.

For all projects that impact the public we promise to:

Consult early and often. We will seek input early, and keep you informed throughout the project design, engineering and construction.

Actively engage the community. We will reach out to City Councillors, local residents, businesses and community groups to increase community involvement in our projects.

Provide clear, accurate and timely information. We will make information available in a way that can be easily understood, from project construction plans and schedules to design choices.

Communicate proactively. We will have dedicated community liaison staff who will be active locally and advocate on behalf of local communities.

Offer multiple ways to get involved. We will work with the community to determine which tools best work to explain the project to and obtain feedback from the most people.

Be accessible. We will make information easily available in formats and other languages as appropriate.

Support the community during construction. We will make every effort to ensure businesses can operate, to provide traffic and transit service information for local residents, TTC riders and road users, and to work with our contractors to limit noise, dust and vibration.

Listen and respond. We will provide two-way communications and consider and respond to all suggestions and concerns.

Balance the interests of the project stakeholder: Local Communities, TTC Customers and Taxpayers.



TTC Councillor Relations Policy For Construction Projects

The TTC builds, improves and expands transit infrastructure to provide a service that is comfortable, reliable, rapid, safe, accessible, integrated with and supportive of the communities we serve. We are committed to informing, engaging and involving the public in construction projects that affect their community. As elected representatives, City Councillors are among the most important audiences for communications. They perform a vital role representing their communities' interests and are an important partner in effective community relations.

Our public communications are guided by three principles:

- We will share as much information as possible with the community;
- We will listen actively and invite public input into decision-making;
- We will inform, consult with and involve the public on projects that impact them.

To act on these principles we will consult with local City Councillors on all projects that affect the communities they represent in the following ways:

Share information in advance. Councillors have a right to know about a public agency's plans for their communities. They should never be surprised by a TTC project.

Consult early and often. We will seek local Councillors' input at the beginning of the design process, and keep them informed throughout the project design, engineering and construction.

Consult on community engagement. We will work with local Councillors on developing effective community engagement, outreach and consultation programs.

Provide clear, accurate and timely information. We will make all relevant information available, from budgets and project construction plans/schedules to design choices.

Collaborate to support the community during construction. We will work with local Councillors and their staff to ensure that impacts are effectively communicated and community concerns are addressed as quickly as possible. In the event that a concern cannot be addressed, clear explanations will be given for exactly why this is the case and alternative solutions will be explored.

Involve in project planning. From the beginning of a project, we will invite Councillor participation in the project decision-making process.



Construction Projects Community Relations Management Plan

1 INTRODUCTION

Making the TTC *“A transit system that makes Toronto proud”* includes building, improving and expanding transit infrastructure through collaboration and meaningful two-way communications with affected communities.

The TTC is developing programs and procedures to implement construction projects with a high level of communication, information and public engagement. This is an essential element for the success of the TTC as it builds trust with communities and public confidence in investment in transit.

The **TTC Good Neighbour Policy** and **Councillor Relations Policy** provide the basis for this Community Relations and Communications Management Plan. The Plan implements and further articulates TTC’s commitment to the public and City Councillors and provides a framework for collaboration between the TTC and the public for transit construction projects.

2 CONTEXT

TTC’s program of capital improvement and expansion of transit infrastructure consists of more than 500 projects over the next five years. Most of these projects involve maintenance and rehabilitation work within facilities and have no impact on the general public. Over the past several years, an increasing number of TTC construction projects have begun to involve enhancements to existing infrastructure and have more impact on communities and the on 1.6 million people that use the TTC daily.

TTC has recognized that we require greater attention and resources to improve communications and address community concerns related to construction projects for several reasons:

1. **More projects impact communities** – Whether we are adding Second Exits to improve safety, upgrading subway stations to provide accessibility, or expanding or building new vehicle maintenance and storage facilities to accommodate ridership growth, these projects are required to “fit in” to existing urban areas and established communities. In the past decade TTC has embarked on major programs that are significantly changing existing transit infrastructure, including adding new facilities and lines in response to steadily increasing transit ridership.
2. **Changing public expectations** – Public expectations for engagement in changes to their communities has shifted from “tell us” to “ask us” to “involve us”. Not only does the public, and particularly affected communities, want to be aware of a project, program or decision, increasingly there is strong desire to become involved in a meaningful way.



Communities need to clearly understand and be able to support the project planning process as being fair, transparent and inclusive.

3. **Modernizing the TTC** – Delivering construction projects on time and on budget means using best practices and changing the way we do business to engage, educate and serve the public.
4. **Accountability** - The enormous capital investment in the TTC by the City of Toronto, contributions from the Province of Ontario and from the Government of Canada all come from one taxpayer. It is the TTC's responsibility to ensure that the public understands the benefits and improvements to transit resulting from their investment.

Community relations is the bridge between the public and the engineering and construction teams,

3 PRINCIPLES

The TTC's principles for community relations are:

- Engagement of the public at large in the vision and goals of improved transit;
- Effective public education communication about the investment, purpose, planning and decision-making for transit infrastructure;
- Consultation with affected communities and TTC customers as a fundamental part of the planning and decision-making processes for transit infrastructure projects;
- Collaboration with local councillors and communities as an important element in the success of transit infrastructure projects;
- Community relations staff as advocates for the community through the planning, design and construction of projects;
- Timely, accurate, clear and consistent public information about transit infrastructure projects. Inclusive public engagement that provides information and opportunities for involvement through a variety of means, in languages other than English where appropriate, and through graphics and visuals;
- Balance the interests of stakeholders – local, customers and taxpayers.

4 CAPACITY AND ORGANIZATION

The TTC Engineering, Construction & Expansion Group (ECE) mandate is to develop, improve and expand TTC infrastructure, and involves a wide range of construction projects. Understanding the relationship between public transit and neighbourhoods and building projects on a busy transit system is a communications and community relations challenge like no other.



TTC has established ECE's Strategic Partnerships Department with dedicated professional staff and resources to provide communications and community relations expertise and resources, and to be responsible for other elements of infrastructure planning and construction that impact communities, including property acquisition coordination and permits and approvals. These groups work with the project management team responsible for design, engineering and construction.

Strategic Partnerships in Engineering, Construction and Expansion



5 COMMUNICATIONS

Regardless of the scale or impact of a project, all communications products should aim to:

Explain the benefits & context – Every project contributes to the transit network and this “big picture” perspective is critical to understanding the value and long-term benefits of the project, as well as establishing the need for the work.

Describe activity – The public should be clearly informed of the scale, scope and techniques to be employed.

Explain timing and status – Project start date and expected completion date or duration should be included wherever possible, or, in the case of unfunded projects, the budget stats and governance context.

Acknowledgement of need for cooperation from community – All project materials to include “Thank you for your patience as we work to improve transit in Toronto.”



5.1 City Councillor Relations

The Strategic Partnerships staff will be the point of contact with City Councillors on construction projects. The ECE Councillor Relations Policy provides an explicit statement of the TTC's commitment to informing and consulting with City Councillors. Although the main point of contact will be with the City Councillor in whose ward the project is located, it is recognized that adjacent City Councillors will be informed and, where appropriate, engaged in discussions on projects.

Councillors will be provided with an annual "Five Year Look-Ahead" of the projects in their wards, consulted on communications initiatives regarding projects in their communities and informed early of changes to the scope, schedule, funding or implementation of a project. As part of the Public Engagement Process described below, Councillors will be informed and consulted at each stage and in advance of every consultation activity, and informed of impending Commission and City Council decisions related to the projects in their ward.

5.2 TTC Website

The TTC website is being re-organized to make it much easier to find information about current construction projects, plans for improvements and upgrades and long term transit proposals.

The web pages for projects will provide up to date information in languages and graphics that will inform the public. The website will also be used to conduct on-line consultations, surveys and provide reports on consultations and information on decision making.

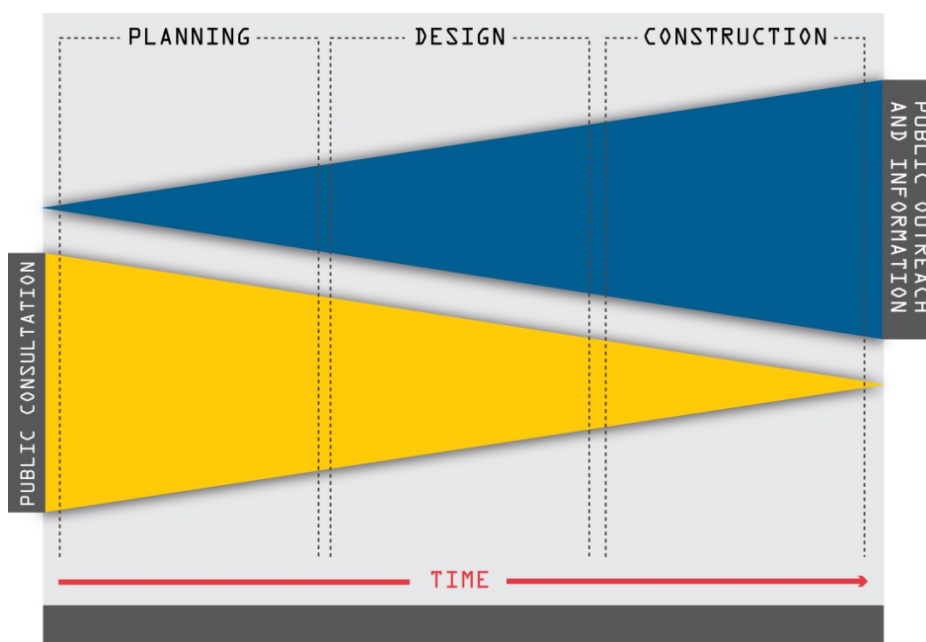
6 PUBLIC ENGAGEMENT PROCESS

ECE manages hundreds of projects every year – each with its own context and issues. Many of the projects do not impact the public at all; others result in change to the community and disruption during construction. There is no one-size-fits-all process for all projects, so this policy aims to guide and inform based on the following objectives:

- Share as much information as possible with the community;
- Listen actively and invite public input into decision-making;
- Inform, consult with and involve the public on projects that impact them;
- Respond to questions, concerns, complaints with timely and effective information or action.

As the project moves from concept to completion, there must be the right balance of public engagement and information and the key decision points must have the highest level of public input and awareness. Public engagement and community consultation are most important

during project planning and design. When key decisions are made, pro-active project outreach will ensure continued awareness of the project scope and impending construction. During construction the focus is on the liaison to support the affected community by receiving and responding to construction-related inquiries and complaints, anticipating and mitigating construction impacts, providing information about the overall benefits of the project and marking key milestones.



6.1 The Planning Phase

The planning phase is the first opportunity to share the purpose of a project with the public. At this stage, staff initiates the first public contact and the community relations team reaches out to local stakeholders to provide an opportunity to become involved.

Key public engagement activities:

- Inform the public about:
 - Project purpose and benefits using public education, explainer videos, brochures and presentations;
 - Safety and engineering requirements and funding allocation.
- Engage the community about:
 - Preliminary project design;
 - Development and assessment of options;
 - Environmental, social and local economic impacts and mitigation measures of the project;
 - A high level assessment of the construction issues;
 - Community impacts and concerns.



- Development of the project contact email list including interested residents, BIAs, institutions, community and ethnic media, local businesses and any other individual or entity that wants to be kept informed of the project.
 - Receive and respond to inquiries through the Project Inquiry Management System (PIMS);
 - Attend and present at BIA, resident association meetings;
 - Displays in public spaces.
- Establish the role of community relations and the community liaison to initiate relationship-building with the community.
- Assign community liaison staff for consultation and outreach.

This stage may also involve consideration of options that require property. TTC will communicate directly with owners of potentially affected properties.

Throughout this phase the TTC will:

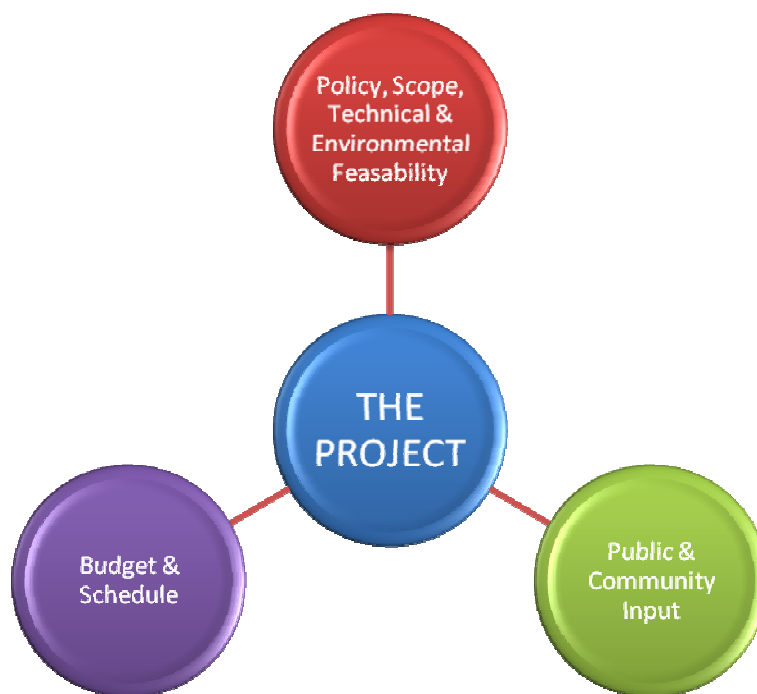
- Post the information, findings and progress of public consultation on the website;
- Clearly identify how the public input was incorporated in the final design or articulate why certain feedback may not have been incorporated.

The planning phase will conclude with the scope, location and configuration of the project components including the identification of property requirements.

A report to the Commission will confirm the plan for the project and any requirement for property.

Throughout the planning phase the TTC will provide the public with information about the process, recommendations and decisions as well as the decision making process related to the project.

The planning process sets the context and requirements for the project. It is important that the public be involved early. It is also important to set realistic expectations, to clearly explain all of the factors that will impact the decision making process, and to recognize that not everyone may agree or support the final conclusion.



6.2 Design Phase

Once the Project Plan is confirmed, public engagement activities include:

- Broad public communication and information about the Project Plan, including the purpose, benefits, scope and property requirements;
- Community consultation regarding the architectural treatment, finishes and landscaping;
- Community information regarding potential construction impacts such as tree removals and replantings, transit re-routing, and traffic restrictions, with consultation regarding mitigation.

Depending on the nature and scope of the project, further reporting to the Commission at this stage may be required to provide information about the implementation of the project.

6.3 Pre-construction Phase

Following the planning and design phases, the TTC will determine the timing for construction based on budget allocations and considerations such as coordination with other TTC, City, or private construction projects in the area. If the construction start is within the next two years, detailed design and engineering will be conducted leading to the preparation of the contract documents for tender.



Prior to construction, public engagement will include:

- Continued public information about the scope, purpose and benefits of the project;
- Public information about the construction schedule and pre-construction activities such as geo-technical and utility identification, (e.g. bore-holes);
- Development of disruption management plans with the community for traffic, transit routing, parking, noise, dust, pedestrian access to businesses, schools and daycares, staging, signage, hoarding, fencing, garbage and debris plans;
- Ensuring that TTC requirements for the contractor regarding community concerns and sensitive work areas are reflected in the contract;
- Development “business support” plans for construction such as prominent signage for impacted businesses, development of art and design for construction fencing and hoarding.

At this stage there may be opportunities to involve the community in the development of measures that may result in tradeoffs, such as accepting more disruption for a shorter period in order to complete the project more quickly. Such measures and tradeoffs may include:

- Longer daily construction hours requiring noise by-law exemptions
- Limited road or intersection closures for complex work

A Community Liaison Committee may be established as an ongoing forum for construction-related issues. The CLC would meet regularly to be updated on project progress and upcoming staging as well as to raise concerns and questions that need to be addressed by the construction team before implementation.

6.4 Construction Phase

The construction phase will involve ongoing community relations and plans developed in parallel with project contracts. The community liaison staff will be the point of contact for the community and Councillors and their advocate with the construction contractor.

Community liaison staff will be a visible presence in the vicinity of the construction and their contact information will be available to the adjacent community. Tender documents will include specifications to require contractors to provide effective communication, and coordinate with community liaison staff through the project team.

The communications imperatives of the construction phase include:

- Receive and respond to complaints, issues and questions promptly and effectively using the new Project Inquiry Management System (PIMS);
- Anticipate community issues and resolve them with project and construction team;
- Monitor effectiveness of Disruption Management Plans based on public feedback;
- Provide issues reports to the contractors and project engineers;
- Visit and communicate with all properties and businesses adjacent to construction regularly;
- Provide construction phasing and methodology to business and community groups;



- Coordinate with the project team and contractor representative to resolve issues (e.g. dust, access, storage);
- Regularly issue public notices, website updates and/or social media updates, to inform the local community and the broader audience on construction activity and progress;
- Identify sensitive issues in the community and ensure the project team is informed as early as possible to avoid problems;
- Ensure the local Councillor is aware of any issues in the community or changes to the project schedule and implementation.

6.5 Communications Methods and Tools

TTC Projects Webpages

The TTC website will be the repository for information about plans, designs, consultations and construction activity for TTC infrastructure projects. The TTC website is currently under review and changes will be made over the next several months to significantly improve the organization and navigation of the website for construction projects as well as improve the quality and timeliness of the information available.

Project Inquiry Management System (PIMS)

Concurrent with the website improvements, TTC is also implementing a state-of the art system for receiving, responding, tracking and monitoring complaints and inquiries about planned and active construction projects. With further improvements and updating of the TTC website, the PIM system will receive questions directly from the website.

Consultation and Outreach Tools and Mechanisms

As each project and community is unique, TTC will use tools and approaches that are the most effective. While communities want to be involved, people's time is valuable. Consultation techniques will be used to ensure that participants' time is well spent and will involve:

- Meetings
- Open house public consultation
- Workshops
- Online consultation

Public information will be provided primarily through email to the project contact lists and TTC Builds web pages but based on the project, will also include:

- Travelling information displays in subway stations, local stores or other locations that are frequented by the public;
- Brochures with infographics and plain language;
- Videos to explain aspects of projects;
- Advertising in local newspapers;
- Information on social media.



7 ANNUAL REPORTING

Each year a report on TTC Community Relations for the Engineering, Construction and Expansion Department will be provided to the Commission and the public. This report will provide highlights of the project activities through the year, a summary of the public consultation and information provided, the feedback submitted, responses and reporting on inquiries as well as lessons learned from communities and new best practices.