

**SCHEDULE 18****COMMUNICATIONS AND PUBLIC CONSULTATION PROTOCOL****1. GENERAL****1.1 Communications Principles**

The Project represents an important infrastructure commitment by the City of Ottawa (City). Accordingly, comprehensive plans for communications and public consultation are required to ensure the public is informed and engaged where necessary and to meet the City's communications and consultation requirements. This plan will support effective communications between Project Co and the City, and with System Users and Highway Users and the citizens of the National Capital Region.

The City will partner with Project Co to deliver communications and public consultation activities that will:

- (a) maintain transit ridership during construction;
- (b) maintain transit user satisfaction;
- (c) communicate traffic/transit changes to public;
- (d) enhance opportunities for open, transparent, effective and pro-active communications with the public;
- (e) recognize the contribution of the parties in this Project Agreement; and
- (f) foster and maintain positive and constructive relationships with the public including communities and businesses that may be affected by construction activities.

The scope of this protocol includes but is not limited to all print and electronic communications related to planning, design, environmental assessments (EAs), construction, milestones, tenders, community and Stakeholder relations, media responses, website information, branded products and social media updates and responses.

Communications, media and Stakeholder/community relations activities require appropriate approvals from the Project partners. All materials will need to be approved by the City. Where required, provincial and federal governments approval will be facilitated through the City.

Communications materials will be developed in both official languages and all other communication with the public and public consultation shall be conducted in both official languages English and French.

**1.2 Communications Working Group**

The City and Project Co will provide staff to support all communications and public consultation activities related to the Project. These staff will form the Communications Working Group

whose responsibilities include developing and implementing communications and public consultation activities for the Project.

Immediately following Financial Close, the Communications Working Group will develop a communications and consultation protocol to identify their working relationship, roles and responsibilities matrix and approvals processes, based on this Project Agreement.

### **1.3 Accessibility**

All public communications from Project Co shall be deemed communications from the City for the purposes of the *Accessibility for Ontarians with Disabilities Act*, (Ontario).

## **2. CITY RESPONSIBILITIES**

### **2.1 Lead Communications and Public Consultation Role**

The City, as the Project owner, will assume the lead communications role. The City will take primary responsibility for all communications matters related to transit policy, transit fares, and developing regional messaging and public education messaging about the importance of transit, its long-term benefits and the need for transit investments. The City will:

- (a) provide identified, dedicated lead communications contacts with applicable skills and experience with 24/7 availability on applicable aspects of communications and issues management;
- (b) provide an identified, dedicated media-trained lead media spokesperson, with back-up media-trained personnel, as required with 24/7 availability on applicable aspects of communications;
- (c) act as primary media contact for the Project;
- (d) provide final review and approval of all public communications materials;
- (e) communicate promptly with all relevant parties on crisis issues and communicating within 24 hours on general issues; and
- (f) provide coordinated updates to internal/external Stakeholders, as required.

### **2.2 City Communications Responsibilities During the Design and Construction Works**

Up to the Revenue Service Availability Date of the Project, the City will be responsible for the following matters:

- (a) **Communications:** To develop, in cooperation with Project Co, a comprehensive communications strategy and program that includes community relations, coordinated issues management, such as complaints management and dispute resolution, coordinated media relations, marketing, special events, employee communications and government relations.
- (b) **Crisis Communications:** To undertake, in cooperation with Project Co, required planning for potential crisis issues related to the Project. A plan will be developed within 30 days following Financial Close outlining the roles and responsibilities of both the City and Project Co during a crisis situation. In the event of an unforeseen emergency situation, the City shall be responsible for necessary communications activities outside of construction-related incidents and emergencies.
- (c) **Media Inquiries:** The City will assess the purpose of media inquiries and identify the appropriate spokesperson to respond.
- (d) **System Related Communication:** To provide all communications related to the provision of City Activities and to lead all communications otherwise related to the System.
- (e) **Social Media:** Maintain a Project blog and provide timely responses to public queries and notify the public of meetings, events or initiatives.
- (f) **Performance Review:** To review, on a periodic basis, Project Co's performance in providing communications support as outlined in Section 3 of this Schedule 18.

### **2.3 Communications Responsibilities of City and Project Co During the Maintenance Term**

- (a) No later than 30 days prior to the Required Revenue Service Availability Date, the Parties will agree on a communications protocol to apply during the Maintenance Term.
- (b) To the extent the communications activities described in Section 3.2 apply to the Maintenance Services, the communications protocol described in Section 2.3(a) shall assign to Project Co the responsibilities set forth in Section 3.2 during the Maintenance Term.

## **3. PROJECT CO RESPONSIBILITIES**

### **3.1 Support Communications Role**

Project Co will support the City with respect to communications related to the Project and will provide such support in both official languages English and French. Project Co will:

- (a) provide identified, dedicated media-trained communications contacts and lead media spokesperson (with back-up media-trained personnel, as required) with 24/7 availability on applicable aspects of communications;
- (b) respond to communications issues in accordance with agreed timeframes;

- (c) maintain and update Project Co's Project website, as required subject to review and approval by the City;
- (d) support the City's Project website through the provision of static (written) and dynamic (multimedia) content, including, but not limited to:
  - (i) A weekly blog post on Project construction with a minimum length of 150 words;
  - (ii) A monthly feature article highlighting one aspect of Project design, construction or Project benefits, with a minimum length of 500 words;
  - (iii) Notifications of public consultations, consultation materials and post-consultation summaries;
  - (iv) Up-to-date graphics showcasing the design of each station; and
  - (v) Graphics and specifications for the selected Project vehicle;
- (e) support website integration with other City departments and government Stakeholders, including, but not limited to; OC Transpo, Planning and Growth Management, Public Works, La Société de transport de l'Outaouais (STO) including integration with the "one-stop-shop" web portal currently in development;
- (f) review and/or provide communications and/or technical materials reasonably requested by the City;
- (g) update, in collaboration with the City, internal/ external Stakeholders, as required, including involvement and participation in community events;
- (h) provide the public/ media reasonable access to the Site for milestone events;
- (i) direct all media enquiries and interview requests to the City's lead communications contact;
- (j) maintain a written record of all material public enquiries, complaints and communications and provide copies to the City's lead communications contact on a weekly basis (or immediately if urgent);
- (k) report to the City on communications matters on an agreed upon basis;
- (l) participate in City communications meetings, as required;
- (m) during a crisis situation, ensure and make available sufficient communications and Project resources to work effectively with the City and proactively manage and perform its communications responsibilities; and
- (n) facilitate reasonable access to construction sites for designated photographers/videographers for the purpose of creating documentary and archival imagery.

### 3.2 Project Co Communications Responsibilities During the Design and Construction Works

- (a) Within 30 days following Financial Close and in collaboration with the City, Project Co will develop, maintain and implement a design and construction liaison and communications plan that includes:
- (i) linkages to appropriate City wide initiatives including related infrastructure, program and communications initiatives including the Travel Choices interim report communications recommendations included in Schedule 15;
  - (ii) a description of Project Co's approach to all communications aspects of the Project;
  - (iii) a description of Project Co's communications team, including the roles and responsibilities for each team member and any Project Co Party who will provide any aspect of the communications program;
  - (iv) the identification of proposed communication tools to be used to partner and report to the City, for coordinated media and community relations, for coordinated issues management, for complaints management and dispute resolution and for coordinated crisis communications, with the goal of keeping the community and other Stakeholders informed with respect to the progress of the Project;
  - (v) community relations strategies and tactics, including but not limited to newsletters, construction notices and items associated with public consultation events and initiatives, construction-related signage, local or community-based communications that require a quick turnaround and social media;
  - (vi) public consultation and information for planning, environmental assessments, pre-construction and construction activities, which should include but not be limited to: advertising, storyboards, construction notices, Stakeholder briefings, neighbourhood meetings, flyers, informational and decorative hoarding;
  - (vii) a public education and advertising campaign based on the City's advertisement strategy for the Project and contribute funding to advertisement and public education campaigns related to the construction of the Project; and
  - (viii) tenders: Project Co shall supply a list of all Project tenders to be issued on a biweekly basis to the City's communications team via the Project's Working Group, and shall advise the City two weeks prior to the posting of each tender to allow for any potential issue management concerns to be addressed.
- (b) Up to the Required Revenue Service Availability Date Project Co will:
- (i) update the design and construction liaison and communications plan on an annual basis or as reasonably requested by the City;

- (ii) coordinate with the City in the implementation of the design and construction liaison and communications plan;
  - (iii) provide a dedicated representative who will attend regular meetings with the City to discuss communication issues and developments;
  - (iv) produce monthly progress reports, which will include information on activities, public and media enquiries, any emerging issues, and actions taken in response to issues;
  - (v) in coordination with the City, provide regular updates to the immediately affected property owners and neighbourhoods on Design and Construction Works related issues with particular attention to communicating the scope, schedule and status of the Design and Construction Works and reasonable advance notice of the schedule, where reasonably possible. This will include processes to proactively address any Design and Construction Works related inquiries and issues (e.g., public inquiries and complaints re noise, hours of work, dust, etc.);
  - (vi) provide regular updates to the City related to the management of local traffic during the Design and Construction Works;
  - (vii) as soon as practicable following Financial Close develop, in collaboration with the City, a crisis communication plan outlining roles and responsibilities for a list of potential crisis issues that could develop during the Design and Construction Works; and
  - (viii) follow any guidelines provided by the City related to signage or advertising at the Site.
- (c) Within 60 days of contract award Project Co will:
- (i) Develop, in consultation with the City, a community and Stakeholder outreach plan that will include a mobile outreach vehicle.
    - (A) This vehicle will attend community events including Ottawa schools and community association events as included in the Stakeholder plan or as reasonably requested by the City.
    - (B) These events will happen no less than twice a month or as reasonably agreed upon with the City.
    - (C) This vehicle will visibly represent the Project branding and will include public boards updating Stakeholder on relevant Project milestones/information as well as items for distribution with Project branding.
    - (D) This vehicle will be staffed by an informed Project Co staff and a City staff member when required.

- (ii) Develop a promotional introductory video (no less than 5 minutes) introducing Project Co and outlining the vision for the Project implementation.
- (d) Provide a construction schedule with communications milestones, to include:
  - (i) access to a downtown underground station for a press and political representatives event;
  - (ii) access to an aboveground station (Lebreton, Blair, Tunney's Pasture or Bayview) for a press and political representatives event; and
  - (iii) access to Rideau Station for a sesquicentennial related event from (June 25 – July 2, 2017).
- (e) Project Co shall prepare a Complaint Protocol addressing how it will deal with and respond to inquiries, suggestions and complaints received during the entire Works. Project Co acknowledges that its Complaint Protocol will be placed in the public record.
  - (i) All complaints, inquiry and suggestion responses will be approved by City Communications staff.
  - (ii) City and Project Co will agree upon a maximum response time to these complaints, inquiries and suggestions.
  - (iii) Project Co will be responsible for maintaining an inquiry tracking software system and will track all complaints, inquiries and suggestions received and responses.

#### **4. PUBLIC DISCLOSURE AND MEDIA RELEASES**

##### **4.1 Public Disclosure and Media Releases**

- (a) Project Co shall not, and shall ensure that no Project Co Party shall, issue or disseminate any media release, public announcement or public disclosure (whether for publication in the press, on the radio, television, internet or any other medium) relating to the Project, this Project Agreement, the City Activities or any matters related thereto, without the prior written consent of the City, in its Discretion, or, in the case of any media release, public announcement or public disclosure required by Applicable Law, without the prior written consent of the City.
- (b) Unless otherwise required by Applicable Law (but only to that extent), neither Party shall use the other Party's name or refer to the other Party, directly or indirectly, in any media release, public announcement or public disclosure (whether for publication in the press, on the radio, television, internet or any other medium) relating to the Project, this Project Agreement, the City Activities or any matter related thereto, without the prior written consent of the other Party.

- (c) Project Co shall comply, and shall ensure that all Project Co Parties comply, at all times, with the City's media release and publicity protocols or guidelines, as such protocols and/or guidelines are updated by the City from time to time.

## **5. CONSTRUCTION SIGNAGE**

### **5.1 Construction Signage Guidelines**

With respect to any signage that may be erected and maintained at or on the Site or Project, Project Co, Project Co Parties and/or the Lenders, as applicable, shall:

- (a) include the City of Ottawa logo, Ontario logo, Canada wordmark and any Project related logo/branding;
- (b) be in both official languages English and French;
- (c) ensure that the signage is no larger than the larger of: (i) an existing government Project sign on the Site; or (ii) 16 feet by 8 feet;
- (d) adhere to local by-laws including by-laws regarding placement and size;
- (e) consider signage material suitable for long-term outdoor exposure;
- (f) provide a mock-up of the signage to the City Representative for approval prior to printing; and
- (g) be responsible for installation, maintenance and removal of the signage.

## **6. CONSULTATION**

### **6.1 General**

- (a) The design and development of the Project shall be implemented in coordination with Stakeholder consultation commitments and requirements as set out in the Environmental Approvals.
- (b) Consultations shall be conducted on a range of topics, some of which will be overarching and apply to the length of the Project (e.g. overall general construction approach; urban design, landscaping and aesthetics), while others may be more stage, topic or geographic area-specific (e.g. noise mitigation; dust control; access to affected businesses). The nature or form of the consultation may vary based on the topic being addressed.
- (c) All public notices and public consultation shall be in both official languages English and French.



## 6.2 Stakeholders

As a general Project principle, the views and perspectives of various Stakeholders are to be given respectful consideration and due weight. Those to be consulted will include, but not be limited to the following:

- (a) the City of Ottawa;
- (b) the general public (including property owners, ratepayer and neighbourhood groups, and citizens at large);
- (c) First Nations;
- (d) business (both individual operators and representative groups);
- (e) transportation service providers;
- (f) conservation authorities and other Governmental Authorities;
- (g) Utility Companies;
- (h) Emergency Services Providers; and
- (i) various community interest groups, including environmental groups, health groups, natural and cultural heritage groups, and others.

## 6.3 City of Ottawa Responsibilities

The City will collaborate with Project Co to develop all public consultation activities and events during the Design and Construction Works. The City will:

- (a) provide, when required, appropriate staff, independent consultation/facilitation specialists and advance media relations services to attend and be resources to various consultation events;
- (b) direct consultations by providing advice on and approval in respect of the following items which Project Co is to prepare and submit in accordance with the Review Procedure:
  - (i) comprehensive and meeting-specific consultation plans;
  - (ii) consultation event summaries — both ‘quick turnaround’ synopses and more comprehensive reports;
  - (iii) proposals for Project Co Parties who will participate in and/or be present at consultations and related meetings and workshops; and
  - (iv) together with Project Co, determining how Stakeholder input will be considered, responded to, and/or accommodated in the Project.

## 6.4 Project Co Responsibilities

Project Co will support the City in conducting and implementing the consultation program and related communication activities and, for greater certainty, provide such support in both official languages English and French. During the Design and Construction Works Project Co will:

- (a) prepare and submit individual plans for each consultation event prior to each such event, including clear objectives, target audiences, meeting format/approaches and related tactics;
- (b) coordinate the placement and cover the related costs of any advertising and public notices to promote public consultation events;
- (c) secure and cover the related costs of all meeting venues and prepare site-specific layout plans;
- (d) provide all equipment and supplies necessary to conduct the consultation events (including, but not limited to, computers, projectors, cables, power cords, screens, easels, flip-charts, pens/markers, registration/sign-in sheets, etc.);
- (e) provide a contact for and coordinating responses to any consultation events for which a participant RSVP is being requested;
- (f) attend with representatives of the City at Stakeholder meetings, municipal council and local government presentations, and such other meetings as the City deems necessary or desirable, including the provision of sufficient personnel to staff the events at sign-in tables, displays, roundtable discussions, as presenters, etc;
- (g) provide personnel experienced and sufficiently skilled/equipped to make professional presentations and answer questions at consultation events;
- (h) prepare consultation event summaries — both quick turnaround synopses for the City's exclusive use and more comprehensive reports at the conclusion of a particular consultation program component (for example, a set of workshops) identified in the overall consultation plan;
- (i) together with the City, determine how Stakeholder input shall be considered, responded to, and/or accommodated in the Project, including respectful, meaningful, and timely feedback to those providing comments/ideas;
- (j) prepare and maintain a current list and a log of all Stakeholder communications and contacts;
- (k) prepare a final consultation report for Revenue Service Availability, that describes and integrates all facets of the consultation program, including how Project Co has addressed Stakeholder input, and that can serve as the official consultation record;

- (l) provide any necessary information required to demonstrate compliance with and fulfillment of the consultation-related provisions of the Environmental Assessment;
- (m) ensure that sufficient insurance and liability coverage is in place for any consultation events/venues;
- (n) exhibit a high degree of professionalism and courteousness in the conduct of the consultation program; and
- (o) support a store front office that will be provided by the City with updated communications material and a bilingual communications staff member.