TO:	**CHAIR AND MEMBERS STRATEGIC PRIORITIES AND POLICIES COMMITTEE MEETING ON SEPTEMBER 18, 2017**
FROM:	**KELLY SCHERR, P.ENG., MBA, FEC MANAGING DIRECTOR ENVIRONMENTAL & ENGINEERING SERVICES AND CITY ENGINEER**
SUBJECT:	**SHIFT RAPID TRANSIT ENVIRONMENTAL ASSESSMENT PROJECT MANAGEMENT PLAN, COMMUNICATIONS PLAN AND CONSULTING FEES AMENDMENT**

RECOMMENDATION

That on the recommendation of the Managing Director, Environmental and Engineering Services & City Engineer, the following actions **BE TAKEN** with respect to the Shift Rapid Transit Environmental Assessment (EA):

(a) that the Rapid Transit Corridors EA, Project Management Plan: Updated and Expanded Scope, attached hereto as Appendix A, **BE RECEIVED**;

(b) that the Shift Communications Plan, attached hereto as Appendix B, **BE RECEIVED**;

(c) that the fees for IBI Group, **BE INCREASED** in the amount of $2,282,330 excluding HST, in accordance with Section 20.3 (e) of the Procurement of Goods and Services Policy;

(d) the financing for this assignment **BE APPROVED** as set out in the Source of Financing Report attached hereto as Appendix C; and

(e) the Civic Administration **BE AUTHORIZED** to undertake all the administrative acts that are necessary in connection with this project.

PREVIOUS REPORTS PERTINENT TO THIS MATTER

- Civic Works Committee – June 19, 2012 – London 2030 Transportation Master Plan
- Civic Works Committee – October 7, 2013 – Bus Rapid Transit Strategy
- Civic Works Committee – July 21, 2014 – Rapid Transit Corridors Environmental Assessment Study Appointment of Consulting Engineer
- Civic Works Committee – June 2, 2015 – Rapid Transit Funding Opportunities
- Civic Works Committee – August 24, 2015 – Shift Rapid Transit Initiative Appointment of Survey Consultants
- Strategic Priorities and Policy Committee – November 9, 2015 – Shift Rapid Transit Update
- Strategic Priorities and Policy Committee – January 28, 2016 – Downtown Infrastructure Planning and Coordination
- Strategic Priorities and Policy Committee – May 5, 2016 – Shift Rapid Transit Business Case
- Civic Works Committee – August 22, 2016 – Rapid Transit Environmental Assessment Study: Consulting Fee Amendment
- Strategic Priorities and Policy Committee – September 12, 2016 – Rapid Transit Implementation Working Group
- Strategic Priorities and Policy Committee – May 3, 2017 – Rapid Transit Alternative Corridor Review

- Strategic Priorities and Policy Committee – May 15, 2017 – Rapid Transit Corridors
- Civic Works Committee – July 17, 2017 - Shift Rapid Transit Additional Engineering and Legal Survey
- Strategic Priorities and Policy Committee – July 24, 2017 – Rapid Transit Master Plan and Business Case

COUNCIL'S 2015-2019 STRATEGIC PLAN

Municipal Council has recognized the importance of rapid transit and improved mobility in its 2015-2019 – Strategic Plan for the City of London (2015-2019 Strategic Plan) as follows:

Strengthening Our Community
- Healthy, safe, and accessible city.

Growing Our Economy
- Local, regional, and global innovation; and
- Strategic, collaborative partnerships.

Building a Sustainable City
- Robust infrastructure;
- Convenient and connected mobility choices;
- Strong and healthy environment;
- Beautiful places and spaces; and
- Responsible growth.

Leading in Public Service
- Collaborative, engaged leadership; and
- Excellent service delivery.

BACKGROUND

Background

At its meeting on July 25th 2017, City Council approved the Rapid Transit Master Plan (RTMP) and Updated Business Case. The approved Master Plan addresses Phase 1 and 2 of the Environmental Assessment process and concludes with a Public Review Period to provide Londoners an opportunity to comment on the Bus Rapid Transit (BRT) Network.

Approval of the RTMP confirmed the BRT Network and its corridors. The conceptual level design of the RTMP will be refined through the next phase of the study. The comments and feedback received during the 45-day Public Review Period will help guide the preliminary engineering design and help us deliver a quality Bus Rapid Transit network for London.

Purpose

This report submits for Council consideration, an Updated and Expanded Scope to complete the Transit Project Assessment Process (TPAP) for the rapid transit corridors, as well as a Communications and Engagement Plan for the Shift Rapid Transit Initiative. These plans provide a roadmap for activities in preparation for and during the time-limited TPAP, and support the recommended Amendment to Consultant Fees necessary to complete the remaining phases of the Rapid Transit Corridors Environmental Assessment.

TRANSIT PROJECT ASSESSMENT PROCESS

Transit Project Assessment Process (TPAP)

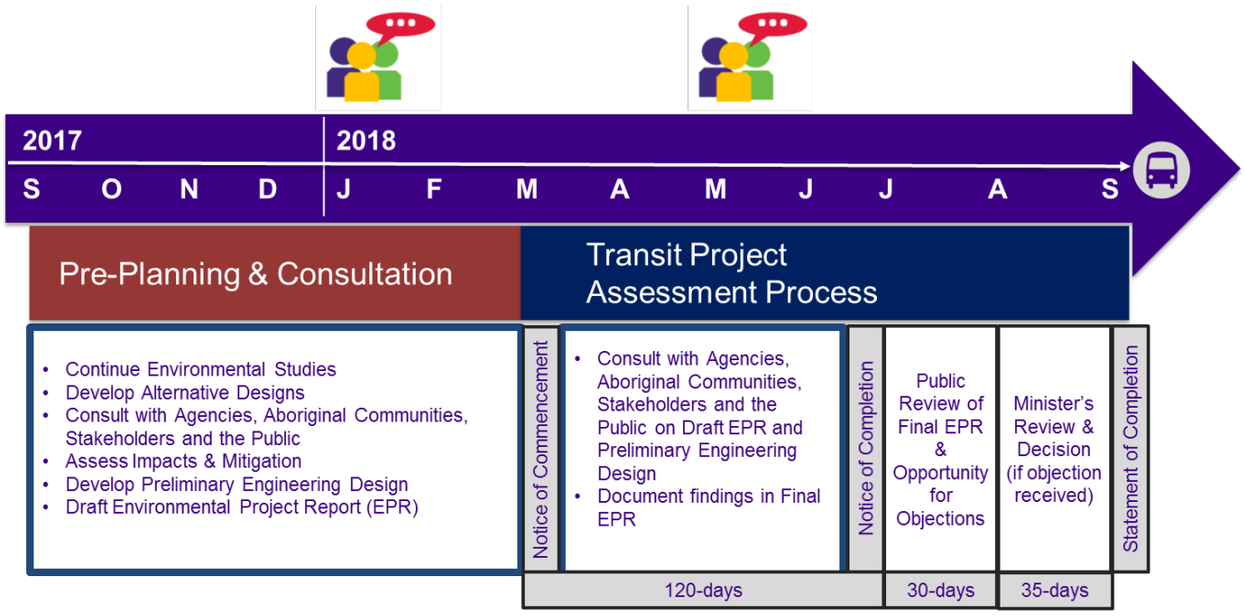
The TPAP provides a defined approvals process for transit projects that has been successfully followed by many transit authorities across the province since its introduction in 2008. The project is structured into five technical phases that have been developed in accordance with Ontario's Environmental Assessment (EA) process for infrastructure projects.

Phase 1 – Need and Justification;
Phase 2 – Alternative Solutions (Resulting in Rapid Transit Master Plan document);
Phase 3 – Pre-Planning for TPAP: Development of Preferred Alternative;
Phase 4 – TPAP and Environmental Project Report; and
Phase 5 – Implementation.

Phases 1 and 2 were completed in July 2017 with approval of the Rapid Transit Master Plan by Council. That approval confirmed the BRT Network and its corridors so that the conceptual level design can be refined through the next phase of the study.

The current project assignment covers Phases 3 and 4 of the EA process and is illustrated in Figure 1, including key deliverables and timing to completion of the TPAP. Note that while Phase 5, detailed design and construction, is not part of this assignment, implementation planning tasks are included such as advancing the Quick Start concept. Detail design and construction will follow the EA/TPAP completion as separate assignments.

Figure 1: TPAP Deliverables and Timing



The pre-planning activities in the next study phase, Phase 3, represent development of a preferred alternative. This phase includes developing a preliminary engineering design, conducting public and stakeholder consultation, identifying impacts and related mitigation measures. To inform the preliminary engineering design and evaluation of design alternatives, these activities also include additional assessment of impacts to natural, cultural, archaeological and socio-economic environments.

Phase 4 will be initiated after the Ministry of Environment and Climate Change, Environmental Assessment and Approvals Branch, has reviewed the Draft EPR. This phase includes a formal Notice of TPAP Commencement, which triggers the time-limited 120-day TPAP period.

Matters of Provincial Importance and the objection process

The Transit Project Assessment Process includes a focused consultation and objection process. This differs from the traditional environmental assessment framework that has been used in Ontario for more than 30 years. TPAP is a proponent-driven, self-assessment process that does not require that a transit project be approved by the Minster of Environment and Climate Change (the Minister) before proceeding.

However, objections may be made to the Minister if there is a potential for a negative impact on a matter of provincial importance that relates to the natural environment or has cultural heritage value or interest, or on a constitutionally protected Aboriginal or treaty right.

Phase 4 includes a 120-day period for consultation on the draft Environmental Project Report, followed by a 30-day public review period of the final Environment Project Report. During this 30-day period, a person may make a written objection to the Minister for consideration. The Minister will then have 35 days to consider whether the transit project may have a negative impact on a matter of provincial importance or a constitutionally protected Aboriginal or treaty right. Some matters of provincial importance include:

- Park, conservation reserve or protected area;
- Extirpated, endangered, threatened, or species of special concern and their habitat;
- Wetland, woodland, habitat of wildlife or other natural heritage area;
- Area of natural or scientific interest;
- Stream, creek, river or lake containing fish and their habitats;
- Surface water or groundwater or other important hydrological features;
- Areas that may be impacted by a known or suspected on- or off-site source of contamination such as a spill, a gasoline outlet, an open or closed landfill site, etc.;
- Protected heritage property;
- Built heritage landscapes;
- Archaeological resources and areas of potential archaeological interest; and
- Constitutionally protected Aboriginal or treaty rights and areas of concern.

What We've Heard from Londoners

While objections to the Environmental Project Report must be related to matters of provincial importance, it is essential to carry out best practices related to planning and designing the Rapid Transit network. The pre-planning activities will follow sound planning and engineering methods, inform and involve the local community, and address public interests in order to foster community support and help mitigate issues during detailed design and construction. The project has received significant public feedback with many common questions raised, such as:

- "How will Londoners be involved?"
- "How can I give my input?"
- "What do I do if my property may be impacted?"
- "What will be done to manage traffic?"
- "How will Rapid Transit cross rivers and rail tracks?"
- "What will the corridors look like?"

- “What will the stations look like?”
- “How will I get to destinations not on a RT corridor or near an identified RT Station?”
- “What will happen to existing LTC routes?”
- “How will Rapid Transit impact the environment?”
- “What about the heritage buildings and cemeteries along the corridors?”
- “When will construction start?”
- “How long will it take?”
- “How much will it cost?”

Updated Project Management Plan to Complete TPAP

With the Rapid Transit Master Plan now approved, staff have reviewed the Project Management Plan for the balance of the EA project and updated it to reflect:

1. additional effort necessary to complete Phases 1 and 2 (RTMP);
2. updated TPAP scope to address approved corridors; and
3. new & expanded TPAP scope to respond to community interests.

The updated Project Management Plan provides a guide to remaining deliverables included in TPAP and forms the basis for the recommended amendment to consulting fees to complete the EA.

1. Additional effort required to complete Phases 1 and 2

As the project progressed through the first 2 phases, it was apparent the community had many questions about the review of transit needs and alternative solutions. It was necessary to take the review of various solutions through to a level of detail beyond that of a typical master plan in order to support decision making.

Preparation of additional and alternative conceptual design work was required during phases 1 and 2 to consider alternative solutions for LRT options, King, Ridout and Dundas Street corridors, the Richmond Tunnel, routes through Western University, Kensington Bridge, Wharncliffe Road, Old East Village, as well as other locations along the RT network. In total, approximately 10 km of additional conceptual design was developed beyond the approved 24 km network. This design work provided the enhanced level of detail needed to reach a decision on the Bus Rapid Transit Network.

Advancing conceptual designs, creating illustrative renderings and reaching out to the Londoners through several additional Community and Stakeholder meetings in March, April and May 2017 was also critical to supporting the RTMP. Examining the various routes required input from natural heritage, cultural heritage, land use, structural, geotechnical, and other specialists. Multiple network alternatives were assessed using the Business Case framework, beyond the number of alternatives originally anticipated.

Additional effort to complete further analysis and conceptual design of alternatives and communicate options to Londoners was worthwhile to advancing the RTMP to approval but did use up budget allocated to complete the TPAP phases of the EA.

2. Updated scope to complete TPAP per the approved corridors

While the RTMP included a high level of conceptual design, the final approved corridors include elements that require further analysis through the TPAP phase that was not accounted for in the current project budget. In order to develop and evaluate alternative design concepts and engage the public in the decision-making process, additional effort is required for engineering, architecture, streetscape, transit operations, utilities, and

other specialists. In some cases, multiple design options will be drafted in order to have materials to present to the project team, stakeholders and the public.

For example, the nine focus areas defined in the RTMP of Western University, Richmond Street north of Oxford, Richmond Row, Downtown, Forks of the Thames, Wellington South, Old East Village, the potential Park-and-Ride in the south, and Fanshawe College will all be examined in greater detail than originally planned. An air quality assessment will also be conducted for the approved corridors. Completing the procurement analysis by Infrastructure Ontario is an important step towards securing funding and is included in the updated scope.

Staff has reviewed the technical and consultation tasks necessary to complete TPAP based on the approved RTMP and identified a need to update the budget to reflect remaining effort required.

3. New & Expanded TPAP scope to respond to community interests

In response to the many concerns raised by Londoners, additional and expanded tasks have been included within the Project Management Plan. Responding to the feedback received from the community and Council drives the project scope beyond the requirements of TPAP under O.Reg. 231/08. Though with several elements the enhanced work for TPAP would need to be completed to support detailed design following the EA. Project Enhancements include:

- Expanded meetings and consultation;
- More detailed traffic modelling and ITS review;
- Stage 2 archeological assessment;
- Additional streetscape design;
- Local transit integration;
- Review of parking, access and curbside activities;
- Business impact assessment of Wellington Street;
- Safety audit; and
- Peer Review.

Extra consultation efforts, including additional meetings with technical agencies, community stakeholders, municipal advisory committees, and the Rapid Transit Implementation Working Group are included in the expanded scope.

These recommended enhancements to TPAP are important to addressing the interests of the public and will place the project in good position for the successful completion of this environmental assessment.

The Project to Date

In July of 2014, Council approved the retention of IBI Group as the consulting engineers for the Rapid Transit Environmental Assessment. The initial assignment included the completion of the Rapid Transit Master Plan, which provides the overall need and justification for the rapid transit system and a review/assessment of alternative rapid transit forms, as well as a portion of the second phase, the preliminary design for one recommended corridor at a value of $1,930,655 (excluding HST).

Through the work on Phases 1 and 2 under the 2014 assignment, a preferred alternative network was refined, the rapid transit corridors were restructured into a north-east corridor and a south-west corridor and additional modifications major

infrastructure works were identified for review such as the Richmond tunnel. As a result, in August 2016, a modified scope of work was approved in order to complete Phases 3 and 4 for both rapid transit corridors (i.e. all four legs) and obtain the necessary EA approvals for the revised rapid transit network at one time. IBI Group was authorized to complete the environmental assessment for the Rapid Transit system with the fee estimate increased by $1,628,586 (excluding H.S.T.), bringing the value of the consulting assignment to $3,559,241 (excluding HST).

Recommended Consultant Fee Amendment

Accounting for additional effort spent during Phases 1 and 2, remaining effort to complete TPAP and applying recommended enhancements, the required budget to complete the EA is $3,126,812 (excluding HST) less the total budget remaining as of June 30, 2017 of $844,482 (excluding HST), the recommended consulting fee budget amendment is $2,282,330 (excluding HST).

Staff is recommending the contract and consulting fee assignment be amended in accordance with Section 15.2 (g) of the Procurement of Goods and Services Policy, and that IBI Group be authorized to complete the environmental assessment for the rapid transit system for a fee estimate of $2,282,330 (excluding H.S.T.), which would bring the total value of the consulting assignment to $5,841,571 (excluding HST).

Funds for this assignment are available in the capital budget. The revised total budget to complete the Shift Rapid Transit EA represents about 1.2% of the total project cost, well within the typical range for proportional EA costs, and is reflective of the scale and complexity of this project.

COMMUNICATIONS AND ENGAGEMENT PLAN

Objectives of Community Engagement for SHIFT

The Communications Plan was designed to guide transparent, inclusive, and proactive engagement and consultation with City Council, the general public, Aboriginal Communities (First Nations), local businesses and institutions, interest groups, community organizations, and technical agencies.

The Consultation Plan follows the key principles of:

TRANSPARENCY by providing regular updates and project news through various platforms and tools;
INCLUSIVITY through communication strategies designed to reflect the needs of diverse interests, contexts and functions within the city;

RESPONSIVENESS with a commitment from the Shift Project Team to being responsive and accessible to all interested parties;

CLARITY through the use plain language where possible to promote understanding among stakeholders; and

RESPECT by maintaining a positive tone that respects the diversity of opinions throughout our community and promotes productive participation.

Having a plan for communications will support an inclusive engagement process that builds trust and accountability for the Shift Rapid Transit process within the community.

Consistent, positive engagement will help give stakeholders an opportunity to provide insight to shape the corridor designs, mitigate impacts to property owners and local businesses and help improve understanding of the project timeline.

Stakeholders

Stakeholders have been organized by areas of interest, expertise and mandate in order to effectively engage with the many residents, business owners, institutions, technical agencies, and municipal advisory committees potentially affected by this project. Our audience for the Shift Rapid TPAP process has been grouped as follows.

General Public representing members of the community who are not part of a specific stakeholder group and include a diverse range of interests within the city.

Transit Riders - London's current transit ridership is not as easily organized into a formal stakeholder group, so the project will look to a variety of consultation activities to reach this diverse segment of our community.

Aboriginal Communities (First Nations) are an important stakeholder group for Shift consultation and the project considers constitutionally protected Aboriginal rights and the City's Duty to Consult.

Community Stakeholder Group (CSG) comprises representatives from major institutions and shopping malls within the project area.

Municipal Advisory Group (MAG) comprises representatives from existing City Municipal Advisory Committees.

Technical Agencies Group (TAG) comprises representatives from the many technical agencies and utilities involved in Shift.

Interest Groups include local neighbourhood/tenant/student associations, non-profit community organizations, and business associations.

Communications Strategies by Stage

Similar to the Rapid Transit Corridors EA: Project Management Plan, this Communications Plan covers Phases 3 and 4 of the EA process to the completion of TPAP.

The engagement tools and activities identified in the Communications Plan, attached as Appendix B, have been aligned with the technical work outlined in the Rapid Transit EA Project Management Plan

This Plan covers the balance of the TPAP process, after which a separate Communications Plan will be developed to support implementation of the Bus Rapid Transit Network.

CONCLUSIONS

The Updated and Expanded Scope for the Rapid Transit Corridors EA Project Management Plan combined with the Shift Communications Plan outline the technical analysis and engagement deliverables required to complete the TPAP process. These reports have be prepared to reflect the BRT network approved in the RTMP and support the recommended amended budget for consulting fees. The recommended scope of work addresses both matters of provincial interest and due diligence related to planning and design matters that address local needs.

Acknowledgements

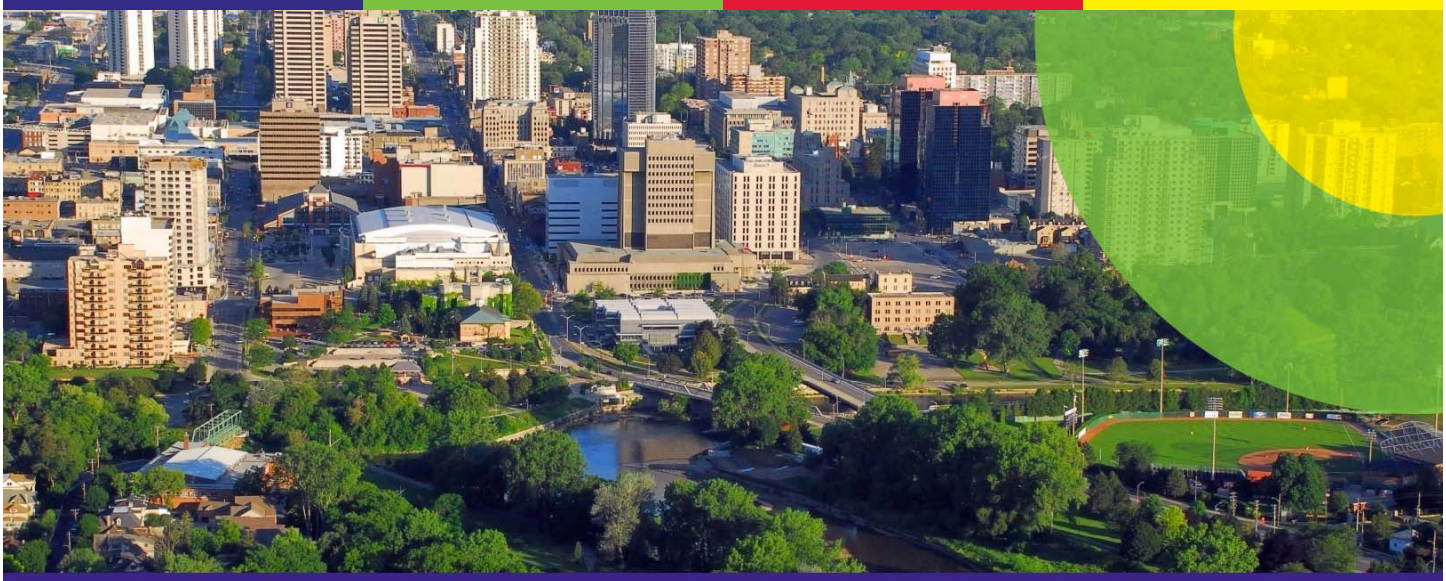
This report was prepared with the assistance of our LTC Project Team Members and Financial Planning & Policy.

PREPARED BY:	**REVIEWED & CONCURRED BY:**
JENNIE A. RAMSAY, P.ENG. **PROJECT DIRECTOR,** **RAPID TRANSIT**	**EDWARD SOLDO, P.ENG.** **DIRECTOR,** **ROADS AND TRANSPORTATION**

RECOMMENDED BY:
KELLY SCHERR, P.ENG., MBA, FEC **MANAGING DIRECTOR,** **ENVIRONMENTAL AND ENGINEERING SERVICES & CITY ENGINEER**

Attach: Appendix A – Rapid Transit Corridors EA, Project Management Plan: Updated and Expanded Scope
Appendix B – Shift Communications Plan
Appendix C – Source of Financing Report

cc. London Transit Commission
Rapid Transit Implementation Working Group



shift
MOVING LONDON FORWARD

London's Rapid Transit Initiative

SHIFT COMMUNICATIONS AND CONSULTATION PLAN

9/6/17

Shift Rapid Transit
City of London

London
CANADA

shift
MOVING LONDON FORWARD

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INTRODUCTION

City Council has approved *SHIFT: London's Rapid Transit Initiative Master Plan*, which addresses Phases 1 and 2 of the Environmental Assessment (EA) process.

This Communications and Consultation Plan (the "Plan") outlines communications strategies to support the remainder of the TPAP process, Phases 3 and 4.

This Plan addresses goals and objectives for successful completion of these phases, and aims to increase understanding of the project as encompassing the entire transit system, in which Bus Rapid Transit (BRT) and local service form an integrated network.

A separate Communications Plan will be developed during Implementation (Phase 5) to guide engagement during detailed design, and prepare for construction.

This Plan includes a combination of traditional and grassroots approaches for reaching the diverse range of stakeholders involved in the project. This Plan was designed to guide transparent, inclusive, and proactive communications and consultation with City Council, the general public, Aboriginal (First Nations) communities, local businesses, interest groups, community organizations, and technical agencies.

KEY PRINCIPLES

Consultation will be guided by the following key principles:

1

TRANSPARENCY

At every step in the Shift rapid transit project, the City will report our findings to the public. We will provide regular updates and project news through the Shift website (shiftlondon.ca), social media, and mailing/email list. The public will be able to see all input recorded and incorporated into the study.

2

INCLUSIVITY

Engagement events and information will be designed to reflect the needs of diverse interests, contexts and functions within the city. Participants will have opportunities to communicate in a variety of ways: in person, by phone, in writing, and online.

3

RESPONSIVENESS

The Shift Project Team is committed to being responsive and accessible to all interested parties. This includes being available via email, in person at Shift headquarters, stakeholder meetings, or at public events. Phone calls and emails will be responded to in a timely manner.

4

CLARITY

All communications material will use plain language where possible to promote understanding of technical issues among stakeholders, and to increase their understanding of where we are in this large, complex project.

5

RESPECT

Communications will be positive in tone, and will respect diversity of opinions and experiences in order to promote productive participation.

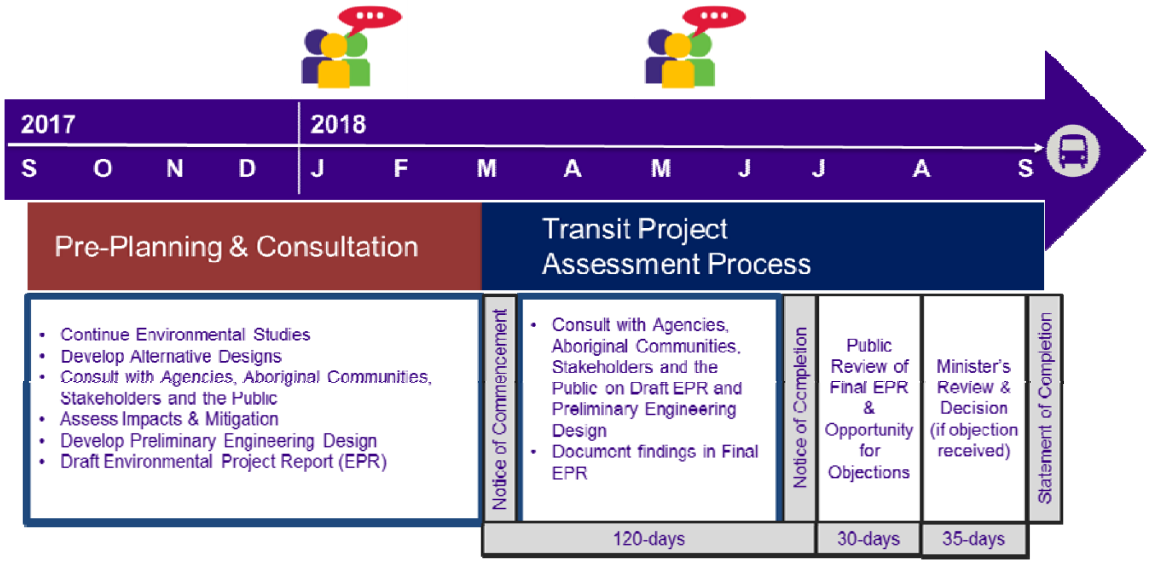
WHAT IS TPAP?

The Shift Rapid Transit (RT) project is structured into five technical phases that have been developed in accordance with Ontario's Environmental Assessment (EA) process for infrastructure projects.

- Phase 1 – Need and Justification
- Phase 2 – Alternative Solutions (Resulting in Rapid Transit Master Plan document)
- Phase 3 – Pre-Planning for TPAP: Development of Preferred Alternatives
- Phase 4 – TPAP & Environmental Project Report
- Phase 5 – Implementation

The Transit Project Assessment Process (TPAP) is defined by Ontario Regulation 231/08. TPAP provides a defined approvals process for transit projects that has been successfully followed by many transit authorities across the province since its introduction in 2008.

This Communications Plan addresses engagement for TPAP Phases 3 & 4 and has been developed to align with the technical work outlined in the Rapid Transit Corridors EA, Project Management Plan: Updated and Expanded Scope.



PROJECT BACKGROUND

Shift is the Environmental Assessment for building a RT network that meets the City of London's economic development, mobility and community building objectives.

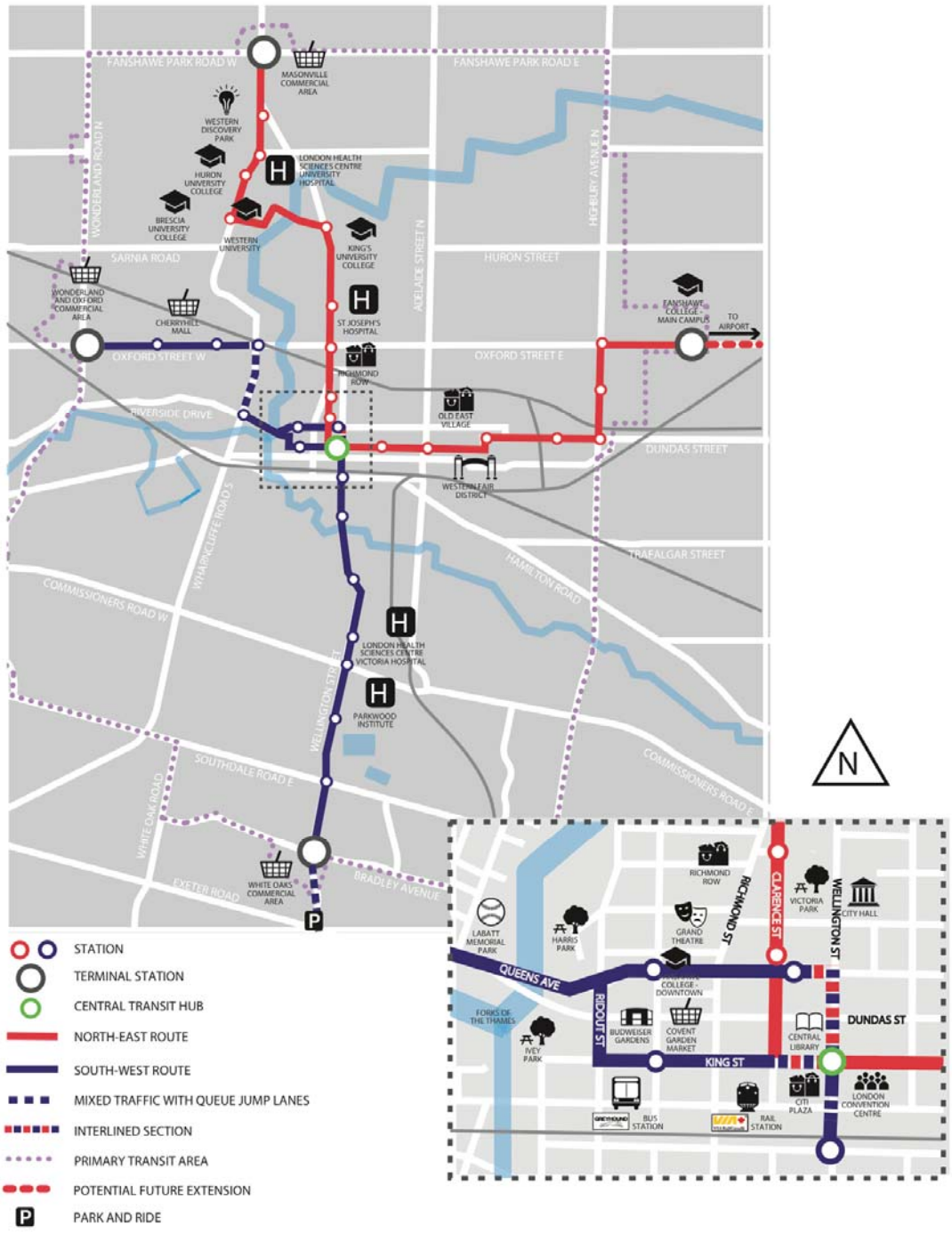
The Rapid Transit Master Plan was approved by City Council, which marked the completion of Phases 1 and 2 of the EA, and established the North, East, West, South and Downtown Rapid Transit Corridors (p.7).

At this stage, public input is required to develop and evaluate design alternatives and to help identify options to mitigate both construction and operational project impacts.

Consultation will continue throughout preplanning to engage residents, Aboriginal (First Nations) communities, government and technical agencies, and other stakeholders to develop the preliminary engineering design.

The six-month TPAP phase will follow, which includes formal public engagement with residents, Aboriginal (First Nations) communities, review agencies, and other stakeholders.

APPROVED CORRIDORS



GOALS AND OBJECTIVES

The communications and consultation **goals** are:

- To conduct an inclusive engagement process that gives stakeholders an opportunity to provide insight to shape the RT corridor design and implementation.
- To gather insight that can help minimize and mitigate impacts to property owners, local businesses and service providers.
- To build trust and accountability for the Shift Rapid Transit process within the community.
- To increase understanding among all audiences of project timeline: where we are in the process, and how far we have to go before implementation.
- To increase understanding of the project as encompassing the entire transit system, in which BRT and local service form an integrated network.

The communications and consultation **objectives** are:

- To seek input from key agencies, stakeholder groups, Aboriginal (First Nations) communities and the public by facilitating dialogue and forums for participation, which will inform the design and mitigation in the development and evaluation of alternative designs.
- To address and minimize concerns with potential construction and operational related impacts such as traffic management, traffic noise and visual changes.
- To provide clear and timely information to stakeholders at key points in the process.
- To provide Council with the necessary information to make informed decisions.

STAKEHOLDERS

Stakeholders have been organized by areas of expertise, mandate, and interest to effectively engage with the many community stakeholders, technical agencies, and municipal advisory committees potentially affected by or interested in this project.

General Public

The general public is an important audience representing members of the community who are not part of a specific stakeholder group, and which includes diverse interests, contexts and functions within the city.

The general public will have a number of opportunities to participate throughout the process, including two Public Information Centres (PIC), public surveys, and written feedback to the Shift Project Team.

London Transit Customers

London's current transit ridership is reflective of London's population and represents a wide range of demographic and socio-economic groups. This stakeholder group will need to be addressed through a series of communications and consultation activities.

Aboriginal (First Nations) Communities

Aboriginal (First Nations) communities are an important stakeholder group for Shift consultation and the project considers constitutionally protected Aboriginal (First Nations) rights and the City's duty to consult. The Project Team has been in contact with Aboriginal (First Nations) communities through the RTMP, and has already begun sending invitations for continued participation to Aboriginal (First Nations) communities in the immediate surrounding area.

Community Stakeholder Group (CSG)

This group comprises representatives from major property owners within the project area. Given the varying interests of these stakeholders, there will be a need to meet one-on-one with many of the individual stakeholders identified, in addition to scheduled CSG meetings.

STAKEHOLDERS

Municipal Advisory Group (MAG)

This group comprises representatives from existing City Municipal Advisory Committees that have a direct interest in Shift.

Technical Agencies Group (TAG)

This group comprises representatives from the many technical agencies involved in Shift.

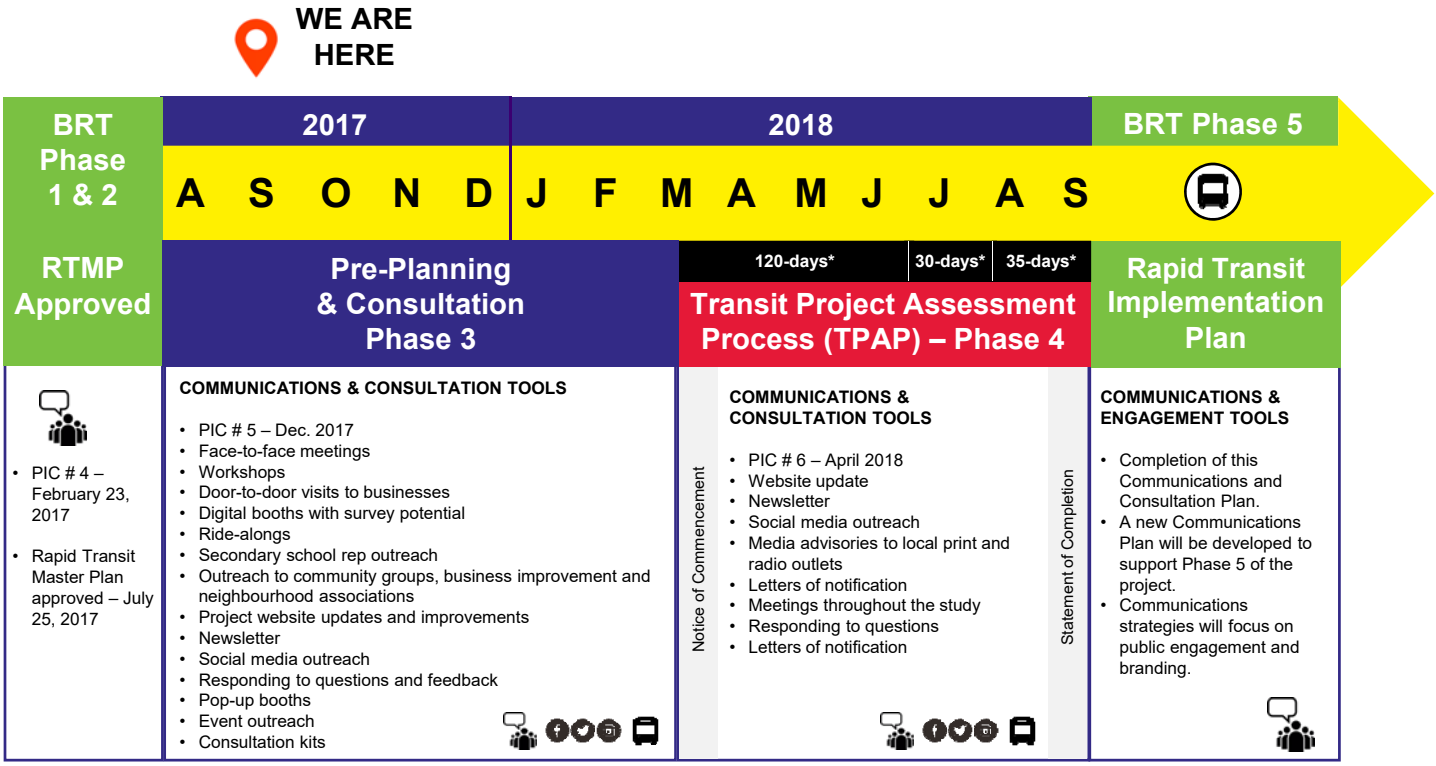
Interest Groups

Interest groups identified include local neighbourhood/tenant/student associations, non-profit community organizations, and business associations.

See Appendix A to view full lists of the agencies, advisory committees, organizations and interest groups included in these stakeholder groups.

COMMUNICATIONS AND CONSULTATION BY PROJECT PHASE

The planned communications and consultation tools and activities have been aligned with the technical work outlined in the RT Corridors EA Project Management Plan as illustrated in the figure below.



Timing of Study Activities

- Phase 3A - Development of alternative design concepts - Sept. to Dec. 2017
- Phase 3B - Evaluation of design alternatives and draft Environmental Project Report (EPR) - Nov. 2017 to Jan/Feb 2018
- Start of *120-day Consultation Period of Draft EPR - March 2018
- Followed by *30-day Public Review of Final EPR & Objection Period
- Followed by *35-day Minister's Review & Decision (if objection received)

COMMUNICATIONS AND CONSULTATION TOOLS AND ACTIVITIES

The Shift project team will utilize a wide range of tools and strategies to inform, engage, and collect input from the public and stakeholders. These include:

Communication and Consultation Focused Tools and Activities

- **Stakeholder group meetings** with MAG, TAG, CSG, community groups, business improvement and neighbourhood/tenant/student associations.
- **Individual meetings** with property owners and businesses along the RT corridors.
- **Social media** outreach to inform the public and solicit input.
- **Newsletters** in digital and print format to provide information and updates.
- **Surveys** in various formats to obtain input.
- **Public open houses** to obtain public feedback, inform and respond to concerns.
- **Community design charrette** to involve the public in the development of project components centred on station architecture, urban design and public art.
- **Workshops** with community stakeholders to inform/consult on key RT topics.
- **Videos** to provide updates and promote understanding of the EA process.
- **Door-to-door** outreach to businesses to collect feedback and respond to any concerns.
- **Consultation kits** with information and surveys that enable communities and neighbourhoods to host their own consultation events.
- **Media outreach** to provide updates and key information on public consultation events and milestones.
- **Event outreach** to engage with the public at city festivals.
- **Pop-up booths** to make information accessible within the various neighbourhoods and communities surrounding RT corridor areas.
- **Ride-alongs** on LTC buses to collect input from transit riders and address any concerns.
- **Advertising** to create visual presence throughout the city.

PHASE 3 – PRELIMINARY PLANNING FOR TPAP

Part A: **Development of alternative design concepts** (Sept. – Dec. 2017)

Objectives

- To provide clear and timely information to stakeholders at key points in the process.
- To continue to seek public and stakeholder input on integrating RT within communities and near local businesses, while work continues on updating and completing a range of technical analysis.
- To collect input and analysis to inform development of alternative design concepts.
- To increase understanding among all audiences of project timeline: where we are in the process, including achievements to date, and how far we have to go before implementation.
- To increase general public's confidence in the study process.

Part B: **Evaluation of design alternatives and draft Environmental Project Report** (Nov. 2017 – Jan/Feb 2018)

Objectives

- To present alternative design concepts for public and stakeholder input.
- To engage at the corridor level with public stakeholders.
- To identify impacts and develop mitigation solutions with input from stakeholders.

PHASE 3 – PRELIMINARY PLANNING FOR TPAP

Phase 3, Parts A and B

Communication and Consultation Activities

- **Public Information Centre #5**, Dec. 2017 (p.15)
- Face-to-face meetings
- Workshops
- Door-to-door visits to businesses
- Digital booths with survey potential
- LTC customer consultation
- Secondary school rep outreach
- Outreach to community groups, business improvement and neighbourhood associations
- Project website updates and improvements
- Media outreach
- Newsletter
- Social media outreach through various platforms including LTC and Shift's accounts
- Responding to questions and feedback
- Pop-up booths
- Event outreach
- Consultation kits
- Advertising

PUBLIC INFORMATION CENTRE (PIC) #5

Purpose is to obtain feedback from the public to aid in the evaluation of design alternatives and creation of the preliminary engineering design prior to the issuance of the Notice of TPAP Commencement.

Actions

- PIC notice and distribution, including media advisories, e-blasts and social media outreach.
- Five evening meetings are planned at venues across the city in each of the corridor areas, as well as downtown, with presentation, information boards, and roll plans.
- PIC #5 will be hosted by City's RT Project Team including LTC, IBI, and WSP.

PHASE 4 – TPAP CONSULTATION

Proposed communications activities support and facilitate **120-day public consultation period (March 2018 – June 2018**) and 30-day public review period (July 2018).

Objectives

- To fulfill consultation requirements of TPAP.
- To notify agencies, stakeholders and the public of TPAP commencement.
- To answer any questions from the public regarding draft Environmental Project Report (EPR) during 120-day period.
- To notify audiences of EPR completion.
- To monitor for written objections during 30-day public review period.
- To address any objections, should they be received.

Communication and Consultation Activities

- **Public Information Centre #6**, April 2018 (p.17)
- Website update
- Newsletter
- Social media outreach through various platforms including LTC and Shift's accounts
- Media advisories to local print and radio outlets
- Letters for notification of EPR completion
- Meetings throughout the study
- Responding to questions
- Responding to written objections, if received
- Letters for notification of TPAP completion

PUBLIC INFORMATION CENTRE #6

Purpose is to present the draft Environment Project Report, to inform stakeholders, and to respond to the concerns of interested persons and those affected by the project during the 120-day period.

Actions

- PIC notice and distribution, including media advisories, e-blasts and social media outreach.
- Five evening meetings are planned at venues across the city in each of the corridor areas, as well as downtown, with presentation, information boards, and design roll plans.
- PIC #6 will be hosted by RT Project Team including LTC, IBI, and WSP.

PHASE 5 – IMPLEMENTATION

At the end of the EA process, the project enters the Implementation stage (Phase 5), which includes development of contract drawings and tender documents, construction and operations, and monitoring for environmental provisions and commitments.

Note that Phase 5 is not part of this assignment; however, the consultant's assignment includes implementation of planning tasks, such as advancing the Quick Start concept. The implementation strategy will guide the City in bringing the project from paper to reality, including integration with the current built environment and transit system.

The Statement of TPAP Completion and the end of Phase 4 marks the completion of this Communications and Consultation Plan. An evaluation and report on completed communications and consultation activities will be prepared.

Detailed design and construction will follow the EA/TPAP study as separate assignments. A new Communications Plan will be developed for Phase 5, which will include strategies for public engagement and stakeholder relations.

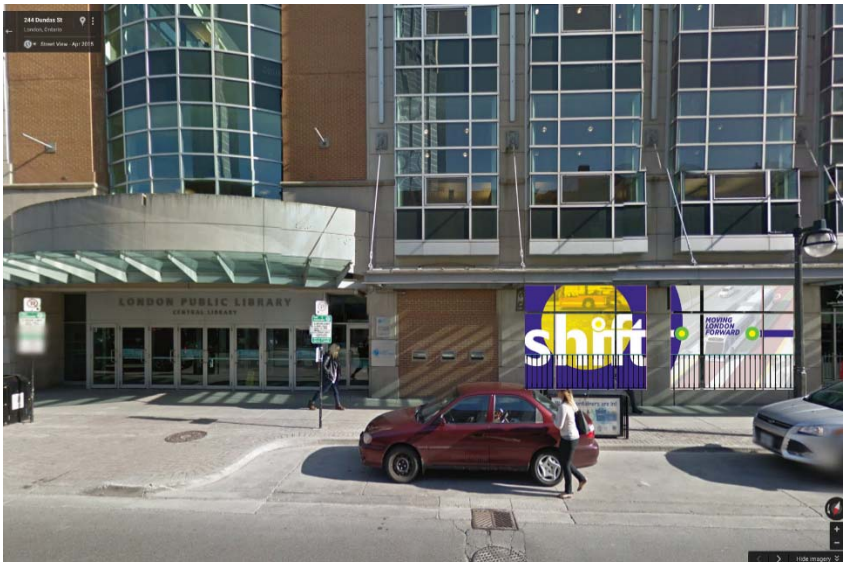
The communications focus of Phase 5 will be on providing frequent information and updates to the public throughout construction; working closely with partners and local businesses to mitigate impacts, while maintaining excitement and momentum for the project.

VISUAL PRESENCE

Purpose is to maintain momentum and excitement for Shift, convey key information, and invite engagement.

Opportunities

- Storefront signage outside temporary headquarters on Dundas
- Signage at transit shelters along RT corridors
- Wrap a number of LTC buses in Shift brand
- Advertising inside LTC buses
- Signage at future Rapid Transit station locations
- Print advertising in local print media as well as key government relations trade publications
- Social media ads



REPORTS TO COMMITTEE AND COUNCIL

Presentations and updates to Committee and Council provide another public forum to reach Londoners.

- Project updates will be provided via Rapid Transit Implementation Working Group (RTIWG), whose mandate includes participating in broader community engagement at key points throughout the planning and design phases of the RT implementation process.
- Reports requiring direction will be brought forward through Civic Works Committee to Council for approval.

The Project Team will bring information forward for Council consideration at these three key milestones:

- Rapid Transit Corridors EA Project Management Plan: Updated and Expanded Scope, Shift Communications Plan & Consulting Fees Amendment (September 2017)
- Draft EPR and Notice of TPAP Commencement (February 2018)
- Final EPR and Notice of EPR Completion (July 2018)

TEAM CONTACTS

Inquiries and comments should be directed to the following Project Team members:

CITY OF LONDON

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APPENDIX A: STAKEHOLDER LISTS

General Public	Members of the community who are not part of a specific stakeholder group; includes diverse interests, contexts and functions within the city.
Aboriginal (First Nations) communities	• All interested Aboriginal (First Nations) communities will be contacted. • List to be confirmed in consultation with Ministry of the Environment and Climate Change.
Technical Agencies Group	• Allstream/Zayo • Bell Canada • Canada Post • CN Rail • CP Rail • Hydro One Networks Inc. • Imperial Oil – Sarnia Products Pipeline • London district Energy • London Fire Department • London Hydro • London Police Service • Middlesex-London Health Unit • Ministry of Natural Resources and Forestry • Ministry of the Environment and Climate Change • Ministry of Tourism, Culture and Sport • Ministry of Transportation • Rogers Communications • Start Communications • Sun Canada Pipeline • Thames Emergency Medical Services • Union Gas Limited • Upper Thames Valley Conservation Authority

APPENDIX A: STAKEHOLDER LISTS

Community Stakeholder Group	• Brescia University College • Citi Plaza • Fanshawe College • Huron University College • King's University College • London Catholic District School Board • London Health Sciences Centre	• Masonville Place • St. Joseph's Health Care London • Thames Valley District School Board • Western University • White Oaks Mall
Municipal Advisory Group	• Accessibility Advisory Committee • Advisory Committee on the Environment • Community Safety and Crime Prevention Advisory Committee • Cycling Advisory Committee • Diversity, Inclusion and Anti-Oppression Advisory Committee	• Environmental and Ecological Planning Advisory Committee • London Advisory Committee on the Environment • Transportation Advisory Committee • Trees and Forests Advisory Committee
LTC Customers	• Current riders, including high schools, cross-cultural centres (for English as second language riders).	
Local Interest Groups	• BIAs • London Home Builders' Association • Neighbourhood Associations • Urban League of London List may be expanded as project progresses	

Rapid Transit Corridors EA

Project Management Plan: Updated and Expanded Scope

Prepared for City of London

by IBI Group
In association with WSP Canada Inc.
September 5, 2017

Table of Contents

1. Introduction

This scope of work has been updated following the adoption of the Rapid Transit Master Plan (RTMP) by London City Council on July 25, 2017. This updated and expanded scope of work will develop the preliminary engineering design for the full 24-km BRT network, complete the Transit Project Assessment Process (TPAP), and satisfy City Council requests for technical studies based on public feedback to date.

1.1 Project Background

Over the past two years, the City of London has been embarking on a major initiative to implement rapid transit. The rapid transit initiative builds on the London 2030 Transportation Master Plan (TMP) approved by City Council in June 2012.

This updated work plan includes some commentary on the work competed to date, including design activities that were advanced in the first half of 2017. The focus of this work plan is the scope of work remaining to complete pre-planning activities and the TPAP process, and to gain City Council approval of the Environmental Project Report (EPR).

1.2 Project Objective & Approach

Project Objective

The objective of the next phase of the project is to complete the Environmental Assessment (EA) process following the Transit Project Assessment Process (TPAP) for both the North + East and South + West BRT corridors:

- The TPAP is a time-limited (6 months), proponent driven, self-assessment process intended specifically for transit-related projects. The TPAP places an emphasis on issues that may be provincially important, are of interest to Aboriginal communities, or may have federal implications.
- Pre-planning activities for TPAP include pre-consultation and engagement, identification of potential impacts, mitigation measures, and preparation of the draft Environmental Project Report. These activities are described in more detail in Section 2.
- TPAP activities include formal consultation, agency and public review of the draft Environmental Project Report and all pre-planning and technical background studies. Specific timeframes are defined, as detailed in Section 2.

Overall Approach

The approach of this project is to follow the required steps of the EA process while incorporating broader systems planning and city-building considerations in the work plan. The principles behind this approach are:

- Building on previous studies and the substantial body of work done on the rapid transit network concept in the Smart Moves TMP, Business Case, RTMP, and London Plan;
- Integrating planning and urban design as part of the study to assist the City in achieving its goals to develop denser, active and environmentally responsible neighbourhoods;
- Recognizing that rapid transit must work together with local services to form an integrated network across the entire city;
- Incorporating a traceable decision-making process in the project to document a logical and transparent approach to evaluating design alternatives to implement the approved BRT network;
- Focusing on design so that corridor challenges, in terms of impacts and mitigation measures, are given an appropriate level of attention; and,
- Listening to the public and stakeholders, recognizing the value of public input in terms of identifying design options, addressing concerns about potential impacts and benefits, and generating support for the preferred design alternative.

2. Project Organization and Status

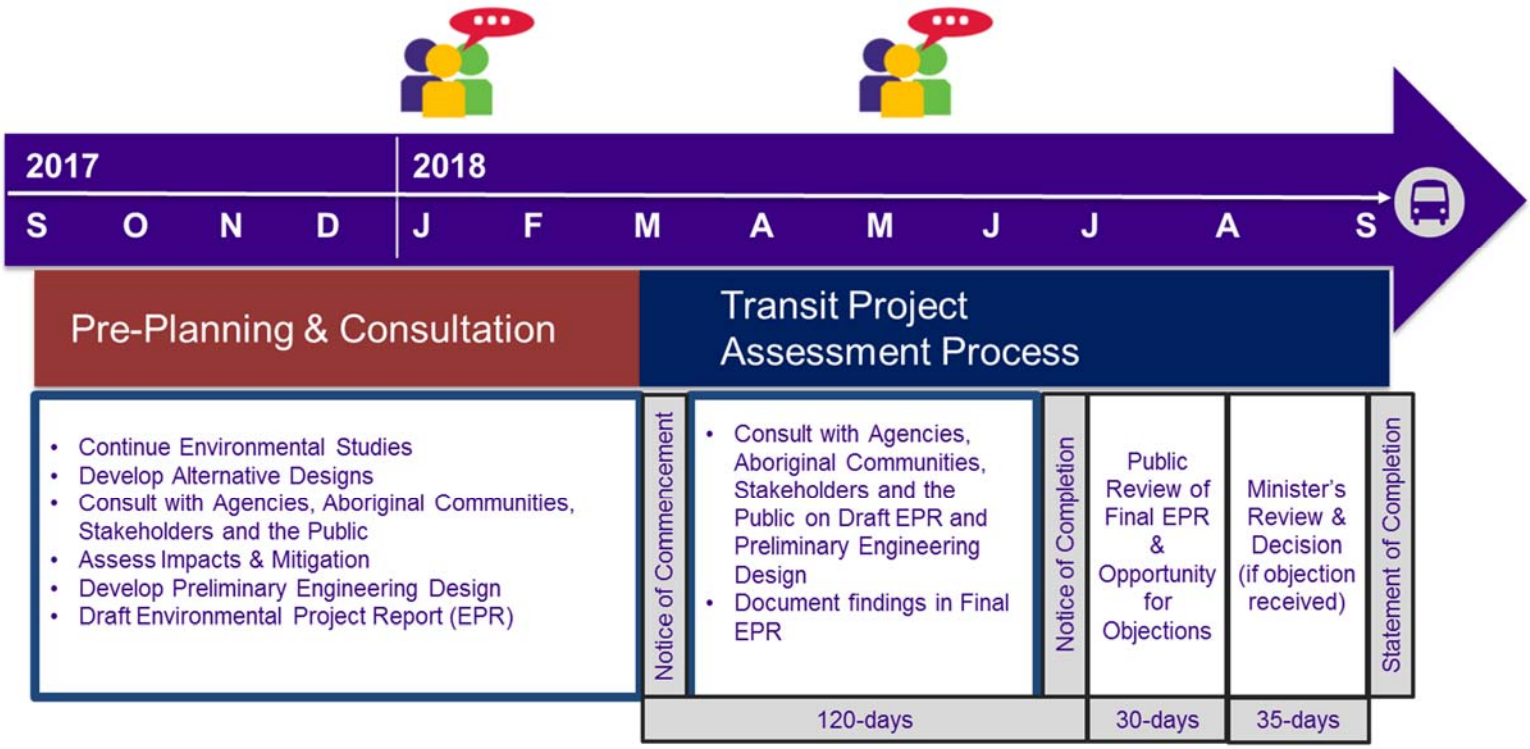
The project is structured into five technical phases that have been developed in accordance with Ontario's EA process. Phases 1 and 2 were completed in July 2017 with approval of the Rapid Transit Master Plan by Council. Phases 0, 3, 4, and 5 will complete the TPAP and work towards City Council approval of the EPR and preliminary engineering design. Consultation will occur during every phase of the process. The overall project schedule is illustrated below.

The TPAP process is illustrated in the following flow chart. Phases and tasks are detailed in the following sections. It is important to note that in Phase 3, the technical tasks are completed in stages:

- In Tasks 3.3 and 3.4, additional technical analysis will expand on the work completed for the RTMP to inform the development and evaluation of alternative designs at locations where challenges have been identified through technical work and consultation;
- In Tasks 3.5 and 3.6, alternative design options will be developed, with consideration for potential impacts and mitigation strategies, and the

design options will be evaluated to determine the recommended design; and,

- In Task 3.7, once the preferred design is selected, including feedback through consultation, technical specialists will provide input to the preliminary engineering design and development of mitigation strategies and features.



2.1 Phase 0 – Project Management and Study Design

Phase 0 includes project management tasks including invoicing, scheduling, coordination of technical specialists, quality control and quality assurance. This phase will continue to the completion of the project.

2.2 Phase 1 – Need and Justification

Phase 1 involved identifying the need and justification for the undertaking and summarizing it in a Problem Statement. This phase was completed with the approved RTMP in July 2017.

2.3 Phase 2 – Alternative Solutions

Phase 2 dealt with identifying, evaluating, and selecting the alternative planning solutions to the problem. This phase was completed with the approved RTMP in July 2017.

2.4 Phase 3 – Pre-planning for Transit Project Assessment Process

Pre-planning activities are undertaken prior to formal commencement of the TPAP to develop a thorough understanding of project requirements, and to increase certainty prior to initiating the prescribed 6-month TPAP timeline and minimize the chance for a "time-out". Refer to Ontario's Transit Project Assessment Process Guide for more information: https://dr6j45jk9xcmk.cloudfront.net/documents/1799/3-8a-6-ea-transit-projects-en-pdf.pdf.

The team will:

- Identify alternative design options at specific locations along the BRT network;
- Evaluate the options based on a defined set of criteria;
- Select the recommended design for staff and partner/stakeholder review;
- Develop mitigation strategies; and,
- Update the implementation strategy.

Pre-planning activities include consultation with agencies and stakeholders, and engaging Aboriginal communities and the public. Pre-planning activities also include updating and completing a range of technical analyses to inform the preliminary engineering design and mitigation strategies. Pre-planning activities have already commenced in certain technical and corridor areas, as described later in the work plan.

The outcome of Phase 3 is a draft Environmental Project Report (EPR) with supporting technical appendices, preliminary engineering design, and a consultation summary.

2.5 Phase 4 – TPAP & Environmental Project Report

Phase 4 will be initiated after the Ministry of the Environment and Climate Change, Environmental Assessment and Approvals Branch, has reviewed the Draft EPR. This phase includes a formal Notice of TPAP Commencement, which triggers the time-limited 120-day TPAP period.

The 120-day period includes formal public consultation, usually in the form of a Public Information Centre. This period provides an opportunity for agencies, stakeholders and the public to comment on the Draft EPR and for the City to conduct other consultation, as appropriate. The Final EPR is produced at the end of the 120-days, documenting the consultation and findings of the 120-day period.

This is followed by Notice of EPR Completion and a 30-day formal review period of the Environmental Project Report, where objections may be submitted to the Minister of the Environment and Climate Change on the issues outlined in O.Reg. 231/08. If an objection is received during the 30-day period, there is a 35-day period for the Minister to give notice. The final step is a Statement of TPAP Completion.

2.6 Phase 5 – Implementation Plan

Phase 5 involves an update to the implementation strategy. A draft implementation strategy was developed as part of the RTMP and Business Case for the BRT network. The implementation strategy will be refined to define the Quick Start concept and subsequent phasing of construction, once the preliminary engineering design is complete, and will be included in the EPR. At this time, no update to the Business Case is envisioned.

3. Project Team, Stakeholders and Consultation

3.1 Project Team

The project will be managed by Jennie Ramsay, Project Director, Rapid Transit, and directed by Edward Soldo, Director of Roads and Transportation for the City of London.

The Project Team is comprised of Rapid Transit Implementation Office staff plus representatives from a number of key City departments including Roads and Transportation, Planning – Urban Design, as well as London Transit Commission staff.

The Project Team also includes staff from City departments that have an interest in the BRT corridors or support the study process, including but not limited to: Water, Wastewater, Stormwater, Planning – Environmental and Parks, Planning – Urban Forestry, Structures, Development Services, Realty Services, Legal Services, Communications, Financial, and Geomatics.

3.2 Aboriginal Communities (First Nations)

First Nations Communities are an important stakeholder group for Shift consultation and the project considers constitutionally protected Aboriginal rights and the City's duty to consultfor engagement. The Project team has been in contact with Aboriginal Communities through the RTMP, and have already begun sending invitations for continued participation to First Nations communities in the immediate surrounding area.

3.3 Community Stakeholder Group (CSG)

This group comprises representatives from major property owners within the project area. Given the varying interests of these stakeholders, there will be a need to meet one-on-one with many of the individual stakeholders identified, in addition to scheduled CSG meetings.

3.4 Municipal Advisory Group (MAG)

This group comprises representatives from existing City Municipal Advisory Committees that have a direct interest in Shift.

3.5 Technical Agencies Group (TAG)

This group comprises representatives from the many technical agencies involved in Shift.

3.6 Consultation and Engagement

Consultation efforts will continue as the project progresses into the pre-planning and Transit Project Assessment Process. The City has developed a revised Communications Plan to provide the framework for pre-planning and TPAP consultation. This includes a variety of consultation tools and activities for the general public, transit riders, students, businesses and BIAs, neighbourhood/tenant associations, and other interest groups.

IBI Group and WSP will support the City's consultation efforts as described in Section 4.

4. Work Plan

4.0 Phase 0 – Project Management

Task 0.2 - Project Management Tasks

Purpose: Project management tasks include monthly invoicing, communications with the City's Project Team, coordination of technical specialists, quality control and quality assurance.

Actions:

- Monthly invoicing and status updates.
- Regular communication by phone and email with City's project team, LTC, and other departments.
- Coordination of data requests, and coordinate and review work by technical specialists.
- Work plan updates, monitoring schedule and critical path items, and project risk management.
- Quality assurance and quality control.

Task 0.9 – Bi-Weekly Meetings with City Project Team

Purpose: To work closely with the City's Project Team, by preparing for and attending working meetings with staff every 2 weeks.

Actions:

- Develop meeting schedule and work flow to address critical path items.
- Prepare meeting materials and send meeting invites.
- Attend meetings, record key decisions and action items.

4.1 Phase 3 – Pre-planning for TPAP

Objective: The third phase of this project continues with the development and evaluation of design alternatives for the implementation of the approved 24-km BRT network in accordance with the requirements of the Transit Project Assessment Process (O.Reg. 231/08).

Alternative design concepts will be identified for each element of the system including corridors and stations, as well as a strategy for the implementation of Intelligent Transportation Systems (ITS). Evaluation criteria will be developed for each design element; design alternatives will be evaluated for their overall environmental impact and appropriate preferred design alternatives selected after stakeholder consultation.

The results of the environmental assessment process, highlighting the evaluation of alternatives, the selection of preferred alternatives, and the record of consultation will be documented within the draft Environmental Project Report.

Task 3.1 – Class EA Process or TPAP Decision

Completed.

Task 3.2 – Rapid Transit Design Criteria

Completed.

Task 3.3 – Identify and Analyze Alternative Design Concepts for Preferred Solution

Purpose: To identify the different design concepts available to satisfy the preferred solution including the runningways, stations (platform locations and massing), intersection elements, and structures (bridges and retaining walls). This task will develop the overall roadway design concept from property line to property line for design alternatives. The focus will be on plan drawings, supplemented by cross-sections, as appropriate.

Several technical areas are included at a high-level in this task, to inform the development and evaluation of alternative design concepts, including: civil and structural engineering, station architecture, traffic modelling, landscape/streetscape design, geotechnical and property contamination assessments, utility impacts and relocations, stormwater management, municipal services impacts, parking, access and curbside activities, noise and vibration assessment, and air quality.

Conceptual level designs have been completed for the entire 24-km network, excluding the 4 bus turnaround locations at the corridor ends. These designs will be advanced to a functional design level (maximum 10-15% design) in the following areas for the purpose of evaluating alternative design concepts. In some cases, multiple design options will be drafted in order to have materials to present to the project team, stakeholders and the public.

- Alignment (Civil engineering)
  - The 24-km bus rapid transit network will be reviewed to determine areas where alternative designs could reduce or eliminate negative impacts. In particular, any locations where potential property take has been identified should be assessed. The list locations and proposed design options will be reviewed with the City project team prior to initiating design option development. Design options will be developed using the design criteria that were developed in Fall 2016.
  - Identifying alternative design concepts began in late 2016, and will be updated based on the approved network in consultation

with the project team. Many locations are anticipated to have design options, for example: Richmond Street north of Oxford (4 lane or 6 lane cross-section, centre or improved side rapid transit lanes), Western and Richmond intersection realignment, horizontal alignment of Wellington south of the Thames River, 4 bus turnaround locations, and park-and-ride facility options.

  - Design options will be developed in plan based on typical cross-sections, with centreline profile and location-specific cross-sections developed to assist in evaluating the options as appropriate.

- Structures (Structural engineering)
  - Preliminary structural requirements were determined for existing structures along the BRT corridors, including Kensington Bridge, which is now out of the project scope.
  - Structure alternatives will be developed and evaluated in parallel with the road alignment at existing crossings, plus retaining wall analysis, as needed.
  - Structure life cycle will be considered in selecting the recommended design, along with environmental and operational constraints.
  - The preferred alternative will be carried forward for each crossing to the preliminary engineering design in consultation with the City's project team.
- Station Architecture
  - Typical rapid transit station layouts and key station features will be defined and analyzed including: safety and security, shelter, accommodation of one or two transit vehicles, platform, dynamic and static transit information, illumination, fare collection system, and loading area capacity based on dwell times, clearance time etc.
  - A review of the requirements for electric buses and the potential impacts on station design will be completed.
  - A workshop will be held with the City to review and discuss design precedents and direct station design development.
  - Advancing the Quick Start concept will be considered. It will be important to identify property and utility constraints to minimize cost and facilitate implementation. Developing the Quick Start is described in more detail in Phase 5.
- Traffic Modelling

- A transportation modal hierarchy and general plan for traffic access and circulation was previously confirmed. Constrained locations were identified in the RTMP. Candidate alternative measures will be determined on a section-by-section basis.
- Transit connections with cross-platform or same platform connections will be identified and analyzed. The aim will be to limit walking distances and integrate adjoining bus stops.
- Additional intersections requiring traffic signals, the potential for, and the storage length of left and right turn lanes at intersections along the preferred corridor will be identified. This will be used to determine where widening for rapid transit may be constrained by the ROW width, and inform the evaluation of design concepts.
- Provide future build (2034) and future no-build traffic volumes suitable for noise assessment and air quality assessment.
- **Recommended Enhancement:** VISSIM modelling is proposed for the area of Richmond Street, St. George and Wellington Street, from University Drive (the Gates) to Central Avenue, including all intersections. Around the Richmond & Oxford intersection, the model will include Talbot Street and Waterloo Street from St. James to Central. The City will provide traffic counts for all intersections in the study area. The purpose of this task is to assist in quantifying potential diversion to neighbourhood streets. Using the VISSIM software will also produce visualizations suitable for public presentation. Model scenarios to be developed for one peak period. Pedestrians will be included in the model to the extent possible.

- Landscape/Streetscape Design
  - Alternative streetscape concepts will be developed, building on the typologies defined in the RTMP. Concepts will include planting areas, active transportation, wayfinding, and potential sustainability features to explore during detailed design. Illumination requirements will be developed in consultation with the City. A strategy for planted medians identified in the RTMP concept design will be developed. Concepts will be developed through a Complete Streets lens and strive to maximize space for pedestrians and plantings.
  - Coordination with the on-going City Complete Streets project and a design workshop with City staff is included in Task 6.5.
  - Typical conceptual landscape designs for stations will be developed from property line to property line for: typical

curbside platforms, typical farside median platforms, typical mirrored median platforms, on-road turnaround, off-road turnaround.

  - Alternative designs for Transit Villages have been prepared including off-street and on-street alternatives. Designs account for wider area land use plans and opportunities for redevelopment. Evaluation will be completed and recommended alternatives will be identified.
  - **Recommended Enhancement:** Conceptual landscape design at eight Rapid Transit stations will be developed to address unique situations. Landscape designs would consider the unique conditions and features. The locations will be determined as the study progresses in consultation with the City's project team. Deliverables will include preliminary streetscape design with SketchUp or photo renderings to illustrate the integration of Rapid Transit with adjacent land use.

- Geotechnical and Property Contamination Assessments
  - A preliminary evaluation of overall near-surface geotechnical and pavement engineering issues was completed and will be refined for the approved 24-km network to determine design and future construction of pavements for BRT lanes and stations, the effects of heavy bus traffic on existing pavements, and shelter foundations.
  - A preliminary evaluation of potential subsurface environmental impacts associated with past land uses that may affect property acquisition and later management of any excavated soil and groundwater within the right-of-way and on properties impacted along the BRT corridors will be completed.
  - Geotechnical recommendations will be completed (may include anticipated subgrade conditions for pavements, new structure foundations and below grade utilities).
- Utility Impacts and Relocations
  - Utilities with infrastructure within the BRT corridors have been identified and contacted. Existing and future plant information, clearance and any other permit and approval requirements has been started, and updates will be requested given the time that has passed since the original request.
  - The BRT team has meet previously with the Utilities Coordinating Committee (UCC) to provide updates on the

status of the study and corridor alternatives. Consultation through this group, and with individual utilities, will continue.

  - The scope of utility relocations and the preliminary order of magnitude of relocation costs will be estimated to inform the evaluation of design alternatives.
  - Focus will be on the major utilities, such as high voltage hydro corridors, gas, and fibre optic lines, which would present implementation and cost issues.
  - A utility relocation strategy has been developed and was presented to the UCC in March 2017.

- Stormwater Management
  - Data collection and a review of sub-watershed studies and recently completed and current EA's that impact the BRT corridors has been substantially completed.
  - Continue to liaise with City staff regarding known problem areas and planned improvements.
  - The identification of sewer catchment areas and storm drainage infrastructure and an analysis of impervious areas is substantially complete.
  - Identification of Upper Thames River Conservation Authority (UTRCA) regulated areas and areas of specific natural environmental interest is underway as part of Natural Heritage work.
  - Additional data collection and a review of new sewer catchment areas is required as result of the updates made to the BRT corridors.
  - **Area of Special Study: Westminster Ponds ESA / Provincially Significant**
    - The work program to address stakeholder and regulatory body concerns is substantially complete. A water balance study is required, and will be considered in the evaluation of alternatives and coordinated with UTRCA.

- Municipal Services Impacts
  - Conflict and relocation issues were identified at a preliminary level in the RTMP. This will inform the evaluation of design alternatives. Where available from the City, the evaluation will also consider future servicing plans, such as the on-going

Central Area Servicing Study (CASS) and Pollution Control and Prevention Plan.

- **Recommended Enhancement: Parking, Access and Curbside Activities**
  - A review of on-street parking, access, and curbside activities will be conducted for the full 24-km network. This will include a site visit and photo record, in particular for corridor segments where transit lanes may be median or curb side.
  - This task includes counting driveways and on-street parking spots, documenting City input on snow clearing, waste removal, and other City maintenance activities, review of utilities in the curb lane and in the roadside.
- Noise and Vibration Assessment
  - The identification of Noise Sensitive Areas (NSAs) is complete. These areas will be presented to the City for approval before the noise assessment begins for the preliminary engineering design.
  - The evaluation of design alternatives will consider noise and vibration, for example, by considering the distance between travel lanes and sensitive receptors and future traffic volumes.
- Air Quality
  - The development and evaluation of design alternatives will consider air quality in a qualitative manner.
  - Air quality specialists will also comment on the potential bus fleet composition for Bus Rapid Transit.

Task 3.4 – Detail Inventory of Natural, Social and Economic Environment

Purpose: Based on additional detail in the development of the two corridors, detailed inventories will be undertaken to confirm / update the analysis done for the RTMP. Additional focus will be given to the development of mitigation measures and to document the significant benefits to the environment arising from the project. Consideration will be given to the potential impacts on affordable rental stock based on data provided by the City. The multi-season assessment has continued in summer 2017 for the areas identified in the Subject Lands Status Report.

Protected heritage property, built heritage resources, cultural heritage landscapes, and archaeological resources and areas of potential archaeological interest are some matters that may be provincially important.

- Natural Heritage:

  - A Subject Lands Status Report (SLSR) was included as part of the RTMP submission.
  - An Environmental Impact Study (EIS) will be completed as part of the pre-planning for TPAP. A meeting was held with various stakeholders in April 2017 to determine the scope and requirements of the EIS. See Task 3.10 for details on the EIS.
  - The evaluation of alternative designs will consider the impacts to the natural environment based on the analysis in the SLSR and the on-going EIS.

- Cultural Heritage:
  - A Cultural Heritage Constraints Report was completed and included as part of the RTMP.
  - A Cultural Heritage Screening Report (CHSR) report will be prepared for the approved BRT network. Properties identified as being directly or indirectly impacted by the undertaking will receive specific analysis regarding impacts and mitigation. This report will be submitted to the Ministry of Tourism, Culture, and Sport for purposes of review and compliance.
  - **Recommended Enhancement:** A heritage workshop was requested by City Heritage Planners – see Task 6.5. This could also include a walk-about of certain areas with London Advisory Committee on Heritage in the afternoon or evening.
  - **Recommended Enhancement:** The cultural heritage specialists will work with the architects and landscape designers to develop the typical station designs as described in Task 3.3.
- Archaeology:
  - A Stage 1 Archaeological Assessment was completed and included as part of the RTMP submission.
  - As a result of changes to the BRT corridors, an additional Stage 1 Archaeological Assessment will be required for the new corridor areas.
  - The evaluation of design alternatives will consider archaeological impacts.
  - **Recommended Enhancement:** A Stage 2 Archaeological Assessment will be conducted for the selected areas identified in the original and additional Stage 1 Assessment. This would be limited to areas around known cemeteries/church yards highlighted by City staff. Additional Stage 2 work may be

required during detail design prior to construction, beyond the completion of TPAP.

- **Recommended Enhancement: Wellington Street Business Impact Assessment**
  - Conduct field review of the SoHo area to inventory and categorize businesses along Wellington Street from Horton Street to South Street (approx. 1km), similar to the review completed for the Downtown and Richmond Street in spring 2017.
  - Assess the impacts of different design alternatives in terms of parking, access, and property, for input into the evaluation of design alternatives.
  - Report on the findings to local businesses, Councillors and other stakeholders.
  - The scope of work does not include a review of individual businesses, or assessment of earnings, land value, or other economic factors.

Task 3.5 – Identify Potential Impacts of Alternative Design Concepts & Mitigating Measures

Purpose: To compile and compare the technical analyses completed in Tasks 3.3 to 3.5 and understand the impacts and potential mitigation measures of the various alternative design options.

Actions:

- Review the technical analysis for each alternative design concept, and modify the design concepts as appropriate to achieve feasible options for evaluation.
- Develop the potential mitigation measures to understand their cost, property, or other implications, to inform the evaluation of design concepts.

Task 3.6 – Evaluate Alternative Design Options

Purpose: To evaluate and summarize the alternative design options using a combination of quantitative and qualitative approaches. The summary will be presented in drawings, tables, renderings and text.

Actions:

- Draft evaluation criteria have been developed. Criteria will be circulated to Project Team, and potentially presented to others for input before beginning the evaluations.

- A multidisciplinary evaluation of the alternative design options will be undertaken. Input from agencies, stakeholders, Aboriginal communities, and the public will inform the evaluation of options.
- Recommended design alternatives will be presented to the City. The City will confirm if the recommended alternative is preferred, or if further modifications are needed to create the preferred design.

Task 3.7 – Preferred Preliminary Engineering Design

Purpose: To combine the preferred design options and advance the design to a 25-30% preliminary engineering design level.

- Civil Plan and Profile Drawings
  - Preliminary engineering design (25-30%) plans and profiles (1:1,000) will be prepared and requirements will be documented in a report and drawings.
  - Appropriate cross-sections will be prepared and will incorporate features from other disciplines, highlighting traffic configurations, required infrastructure, streetscape features, boulevards/sidewalks, and location of major utilities.
  - Design requirements including retaining walls, station requirements, and hydraulic structures, will be identified and provided in preliminary drawings.
  - Property requirements, entrance/access modifications, utility impacts/relocations and sidewalks and cycle facilities will be identified. Separate property plans will be developed, see below.
- Typical Cross-sections and Detail Sections
  - Grading limits will be developed.
  - Potential construction easement requirements and/or retaining walls will be identified.
- Structures/ GA Drawings
  - General arrangement drawings will be prepared for superstructure and substructure, showing grading/retaining walls/abutments suitable for property identification, Lifecycle Cost Estimate and recommendations for construction staging.
  - The footprint requirements for the final structure will be determined along with alignment, temporary diversions and construction staging.
- Intersection Design

  - Station Design
    - Functional design (10%) of prototype shelter for typical centre platform application and typical curb-side application.
    - Design concept for platform design and elements (ramp, rail, elements) including diagrams and 3D SketchUp model.
  - Streetscape Design
    - The requirements and example concept designs (~15%) will be identified for lighting, benches, waste receptacles, kiosks, newspaper boxes, and banners. Location and spacing advice and precedent images will be provided.
    - A workshop will be held with staff from different City departments to identify and evaluate urban design concepts for the rapid transit corridors and stations. See Task 6.5 for more information.
    - Opportunities and suggestions for public art at key stations will be identified.
- Geotechnical and Property Contamination Assessments
  - The draft geotechnical report is complete. The report will be revised to reflect updates to the preferred BRT corridor: work related to the tunnel will be removed and the additional investigations required for the extension to Exeter Road for the potential Park-and-Ride facility will be added.
  - Coloured pavement technologies for bus lane demarcation and concrete pavement alternatives will be evaluated and considered.
  - A “screening level environmental site assessment” will be completed, documenting an inventory of land uses and potential for environmental contamination at and near properties along the BRT corridors. Preliminary screening information on properties that may have the potential to contribute to environmental contamination along the proposed alignments will be obtained from government and private sources for properties within the study area.
  - A summary report of existing geology and geotechnical conditions will be prepared and will address: overburden stratigraphy, hydrogeological environment and geo-environmental impacts along the various designs with regard to general construction methods, soil and rock excavation and disposal options, and potential general effects of dewatering on

the surrounding areas. The influences of road widening on slope stability will be parametrically examined, if necessary, to assist in assessing whether or not such widening is feasible or practical.

  - Based on the information contained in each record, properties within each alignment's buffer zone will be categorized as having low, medium, or high potential to contribute to environmental contamination along the proposed alignment. The outcome of this ranking of potential risks for encountering contamination will be discussed and summarized with reference to the proposed construction in a summary report.

- ITS Strategy/Signals
  - An Intelligent Transportation Systems (ITS) strategy has been drafted for the rapid transit corridors. The existing state of Advanced Traffic Management Systems (ATMS), Advanced Public Transportation Systems (APTS), Advanced Traveler Information Systems (ATIS), and Electronic Payment (EP) system was assessed. A high level ITS architecture was developed, and specific systems to be included in the runningway, stations, and centres (operations, and maintenance) to support the rapid transit system have been identified.
  - Appropriate ITS components and station design attributes have been drafted, including off-board fare purchase and payment, security features and traveler information devices. Based on City/LTC feedback, the elements will be incorporated into the station architecture.
  - A new traffic control study is under consideration for tender by the City of London. It may be necessary to coordinate the BRT ITS work with this or other studies.
- Traffic Modelling
  - A detailed analysis of all signalized intersections will be completed in Synchro for the preferred design. This will build on the work completed in the RTMP and include feedback from the design alternatives and preferred design.
  - An assessment of proposed road and transit alignment/configuration concepts on road safety and emergency services operations during emergency response situations will be completed, in consultation with the appropriate emergency services representatives.

- Stormwater Management
  - Complete analysis of BRT corridors impervious areas, ability of existing drainage system to accommodate flows, and drainage improvements required.
  - Identify mitigation measures and application to the corridors e.g. OGS, BMP, LID, end of pipe solutions for input to the design and in particular consider property requirements to accommodate appropriate measures.
  - Approval of stormwater management design will be sought from UTRCA.
- Illumination
  - Illumination requirements will be identified using ANSI/IES RP-8-14 for final preferred design and incorporated into preliminary engineering design. Design will consider special illumination conditions on the BRT corridors such as Downtown, underpass, and overpass.
  - Provide input to capital cost estimate.
  - Scope does not include traffic signal design. Illumination design may be refined during detailed design in coordination with other utilities (e.g., pole sharing).
- Utilities and Servicing
  - A relocation strategy, capital cost estimate, associated schedule will be developed in consultation with utility owners (public and private).
  - Schedule lead times will be obtained from individual utilities for significant relocations.
  - The preliminary engineering design will be coordinated with the Central Area Servicing Study (CASS) that is currently underway.
  - The City has initiated subsurface utility investigations within the downtown core area. In the completion of the preliminary engineering for the BRT corridors, the consultant team will review with the City the need to complete further subsurface utility investigations in congested corridors where utility relocations and spatial constraints are issues. The actual completion of such investigations are beyond the scope of this assignment.
- Property Plans

  - Potential property impacts will be identified for the preliminary engineering design showing the approximate amount of property required.
  - A potential property request plan will be prepared with drawings consisting of a strip plan illustrating all of the property requirements including working easements in sufficient detail to allow the City to commence negotiations with property owners. The property requirements would include property required for utilities. Scope does not include individual parcel block plans.

- Noise and Vibration Assessment
  - Operational Noise Assessment
    - All noise assessments (operational and construction) will conform to MOE / MTO Joint Protocol environmental noise guidelines.
    - Assess potential noise impacts at the worst-case NSA's using an approved noise prediction model (i.e., STAMSON, STAMINA, etc.) for the future build and future no-build scenarios. Future scenarios will be assessed based on traffic projections to 2034.
    - Assess potential noise impacts at the worst-case NSA's using an approved noise prediction model (i.e., CADNA, etc.) for the future build and future no-build scenarios for one transit station.
    - Supplement modelling using engineering judgment based on professional experience in environmental noise.
  - Construction Noise & Vibration Assessment
    - Construction noise and vibration is typically only a concern if activities such as pile driving, vibro-hammering or blasting are undertaken. At this time, these activities are not expected. The report will include standard mitigation measures and potential construction concerns.
    - Review the implementation plans / construction staging concepts for the preferred engineering design to determine the types and timing of various construction activities.
    - Undertake a review of the preferred engineering design to identify areas where bridge/overpass construction, pile driving, etc. may occur, and identify the NSA's, which could be affected.
    - Identify potential noise impacts from construction.

        - Identify applicable municipal noise control by-laws along the preferred route and summarize their potential impact on the construction program.
    - Vibration Assessment
        - Vibration impacts from roadways are typically not a concern and will therefore be discussed at a high level along with standard mitigation measures.
- Air Quality
    - An Air Quality Impact Assessment will be completed for the preferred design. The assessment will estimate contaminant concentrations resulting from the proposed London bus rapid transit operations.
    - Scheduled bus traffic will be used to determine impacts at sensitive receptors within the Study Area. Other operations will be considered in the Study Area including existing London City Transit. The impacts will be predicted using air dispersion modelling.
    - Emission models most commonly used are the United States Environmental Protection Agency's (US EPA) Motor Vehicle Emission Simulator (MOVES) and American Meteorological Society/Environmental Protection Agency Regulatory Model (AERMOD). US EPA MOVES software will be used to determine bus emission rates for traffic and parking areas. US EPA AERMOD will be used to determine potential air quality impacts associated with the aforementioned scenarios.
- Cost Estimate
    - Using the established unit costs, capital and operating costs will be refined, including appropriate consideration and recommendation of mitigation measures.

Task 3.8 – Identify Preferred Design Alternative & Mitigation Measures

Purpose: Based on the evaluation of design alternatives in Task 3.7, and the preliminary engineering design in Task 3.8, the preferred design alternative will be documented along with mitigation measures and areas for further study.

Actions:

- Document the preferred design alternative and preliminary engineering design.
- Itemize the mitigation measures, commitments to future work, and how the issues and comments raised through consultation were addressed in the design or will be addressed in detail design.

- Identify permits and approvals required for the detail design stage.

Task 3.9 – Scoped Environmental Impact Study (EIS)

Purpose: To identify significant natural heritage features and evaluate the project's potential impacts on the features. In order to maintain transparency, the findings are to be documented in the EIS report, as required by the City of London Official Plan Section 15.5.1.

Actions:

- A meeting was held with various stakeholders in April 2017 to determine the scope and requirements of the EIS.
- As a result of the changes to the BRT corridors, additional natural heritage work is required to obtain updated information for the EIS and to verify the presence of Species at Risk within the new areas of impact.
- The sensitivity/significance of natural heritage features will be determined in relation to provincial, regional and local municipal policies. An impact analysis will be performed to identify the likelihood and significance of potential adverse effects on natural heritage features and to identify impact management measures including avoidance, mitigation, enhancement and compensation. Recommendations will be made for environmental monitoring during and post-construction.
- The EIS will be presented to the City's Environmental and Ecological Planning Advisory Committee (EEPAC) to obtain support for the project.

Task 3.10 – Recommended Enhancement: Independent Safety Audit

Purpose: To respond to City direction and concerns heard through consultation, an independent road safety audit of the preliminary engineering design is recommended. The road safety audit will be completed by an independent consulting team and report to the City.

Actions:

- Provide the preliminary engineering design drawings to the independent Road Safety Audit team.
- Respond to comments made by the auditor, in consultation with the City.
- Incorporate changes to the design at the direction of the City.

Phase 3 Deliverables:

- Rapid Transit Corridors EA Process decision (T3.1) - Complete

- Rapid Transit Design Criteria Report (T3.2) - Complete
- List of Alternative Design Options for Evaluation (T3.3)
- Evaluation Criteria for Design Options (T3.3)
- Cultural Heritage Screening Report (T3.4)
- Stage 1 Archaeology Report (T3.4)
- **Recommended Enhancement:** Stage 2 Archaeology Report (T3.4)
- Alternative Design Evaluation Tables (T3.6)
- Preliminary Engineering Design, Preliminary Property Plans and Preliminary Cost Estimate for Preferred Design (T3.7)
- Air Quality Impact Assessment Report (T3.7)
- Noise and Vibration Assessment Report (T3.7)
- ITS Strategy (T3.7)
- Environmental Impact Study Report (T3.9)
- **Recommended Enhancement:** Independent Safety Audit (T3.10)

4.2 Phase 4 – Environmental Project Report (Transit Project Assessment Process)

Objective: To complete the Transit Project Assessment Process by drafting and distributing the Notice of Commencement and starting the 120-day consultation and documentation period, which will inform the composition of the EPR. Upon completion of the EPR, a Notice of Completion of the EPR will be published and the 30-day public review period will commence. The 35-day Ministerial review period will follow the public review period. Upon completion of the Minister's review period, a Statement of Completion will be published.

Task 4.1 – Notice of Commencement of Transit Project Assessment Process

Purpose: To prepare and submit the Notice of TPAP Commencement, and complete all administrative tasks associated with initiating the TPAP and the associated 120-day consultation and documentation period.

Actions:

- Prepare and publish the Notice of TPAP Commencement, working with the City to decide between a simple notice and a broader study announcement.
- Determine distribution logistics for the Notice of TPAP Commencement.

- Post notice on project website and publish in local paper, in coordination with the City.

Task 4.2 – Draft Environmental Project Report

Purpose: To provide a single report, associated executive summary and presentation materials that will satisfy the requirements of the O. Reg 231/08 and gain Council approval, with a clear and concise description of the work undertaken, the alternative solutions and designs developed and evaluated, leading to the selection of the preferred solution and design. A Notice of Completion of the EPR will be drafted and published, which invites the public/agencies/Aboriginal communities to review the report.

Actions:

- Draft the Environmental Project Report (EPR).
- Post the Draft EPR for public review during the 120-day period.
- Determine distribution logistics for the Notice of Completion of EPR.

Task 4.3 – Final Environmental Project Report

Purpose: To finalize the Environmental Project Report based on feedback received during the 120-day period and conduct the 30-day public review period.

Actions:

- Incorporate comments made during 120-day period.
- Post EPR for 30-day public review on the project website.
- Post Notice on project website and publish in local newspaper, in coordination with City.
- Circulate Notice of Completion of EPR to the Director, Regional Director, and individuals that received the Notice of TPAP Commencement, made a written request for a copy of the notice, and those that provided comments during the 120-day consultation period.
- Support the City to circulate the Final EPR to Aboriginal (First Nations) communities, Technical and Government Agencies, City departments, Councillors, MPs, and MPPs.

Task 4.4 – Statement of Completion of TPAP

Purpose: To prepare and submit the Statement of Completion of TPAP to the Director and the Regional Director, which is not to be submitted earlier than 65 days after the Notice of Completion of the EPR is first published.

Actions:

- Prepare the Statement of Completion of the TPAP.
- Determine distribution logistics for the Statement of Completion of the TPAP.
- Publish Statement of Completion of the TPAP on project website.

Phase 4 Deliverables:

- Finalize and Issue Notice of TPAP Commencement (T4.1)
- Draft Environmental Project Report (T4.2)
- Finalize and Issue Notice of EPR Completion (T4.3)
- Final Environmental Project Report (T4.3)
- Publish Statement of Completion of the TPAP (T4.4)

4.3 Phase 5 – Implementation

Objective: Phase 5 of the Rapid Transit Corridors EA study supports London's interest in proceeding quickly to have BRT service in place as soon as is practicable. It includes the implementation strategy, coordination with other capital works for water, sanitary and storm sewers, and the business case.

Task 5.1 – Develop Implementation Strategy

Purpose: To provide the City of London with a strategy for getting the project from paper to reality in the context of the BRT corridors, and assist in how it could be integrated into the current built environment and transit system.

Actions:

- Develop "Quick Start" action plan, adding detail to the concept identified in the RTMP. This may include preliminary engineering design, streetscape, station architecture, utilities, illumination and other features.
- Identify other "quick wins" that can be taken by the City/LTC along the BRT corridors to improve service and increase awareness, and provide a set of recommendations including commentary on benefits, costs and risks.
- Identify Construction Staging Strategies for laydown and staging areas and matters such as BRT stations, accommodating local transit routes, and future considerations for BRT-to-LRT conversion.
- An overview of alternative procurement and financing methods for delivery of the preferred design including case studies of similar

projects was included in the RTMP. Selecting a procurement method is beyond the scope of TPAP.

Task 5.2 – Procurement Analysis by Infrastructure Ontario

Purpose: To support the City during this procurement analysis and value-for-money assessment.

Actions:

- Assist in responding to Infrastructure Ontario questions or requests for more information.
- Provide material to the City/Infrastructure Ontario at key milestones.

Task 5.3 – Recommended Enhancement: Local Transit Integration

Purpose: To address public concerns regarding the integration of local transit and rapid transit. To inform the preliminary engineering design to protect right-of-way for local bus stops and other transit infrastructure along the BRT corridors, and to share data and final decisions with respect to each corridor with LTC to provide for updates to the Post 2019 Service Framework, as required.

Actions:

- Build on the 2016 Rapid Transit Integration Framework, 2017 Annual Service Plan, approved BRT network (July 2017), Dundas Place impacts to transit, and consider Western University requirements to identify modifications to the recommended 2035 LTC network with BRT in place, in particular for routes along or through the BRT corridors.
- Integrate infrastructure requirements along the BRT corridors to support local bus service, as appropriate

Task 5.4 – Business Case Analysis - COMPLETE

Phase 5 Deliverables:

- “Quick Start” action plan (T5.1)
- Summary of “Quick wins” and Network Staging Strategies (T.5.1)
- Materials to support Infrastructure Ontario analysis (T5.2)
- **Recommended Enhancement:** Local transit integration (T5.3)

4.4 Stakeholders and Consultation

Objective: To actively engage with the general public, businesses, Aboriginal communities (or First Nations), Metis, review agencies, and other stakeholders. The consultant team will support the Rapid Transit Implementation office.

Task 6.1 – Recommended Enhancement: Public Information Centre #5

Purpose: To obtain feedback from the public to aid in the creation of the Environmental Project Report prior to the issuance of the Notice of TPAP commencement. A public meeting during the pre-planning phase is not a mandatory requirement of TPAP.

Actions:

- Prepare PIC notice and distribute in coordination with City.
- Prepare PIC material for City review.
- Arrange printing of PIC material including comment and sign-in sheets.
- City to arrange venues and provide staff to attend.

Task 6.2 – Public Information Centre #6

Purpose: To meet the public consultation requirements of the TPAP and to inform and respond to the concerns of interested persons and those affected by the project during the 120-day period.

Actions:

- Prepare PIC notice and distribute in coordination with City.
- Prepare PIC material for City review.
- Arrange printing of PIC material including comment and sign-in sheets.
- City to arrange venue and provide staff to attend.

Task 6.3 – Technical Agencies Group, Key Stakeholders Group, Municipal Advisory Group, and RTIWG Meetings

Purpose: To prepare for and attend meetings with the groups described in Section 3 to gather feedback and engage with assembled groups.

Actions:

- Initiate groups by preparing letters, identifying contacts, and inviting representatives in coordination with the City.
- Prepare and print materials required for meetings.

Task 6.4 – Council Meetings

Purpose: To present the draft and final versions of the Environmental Project Report to City Council to obtain their endorsement prior to issuing the Notices of Commencement and Completion of TPAP.

Actions:

- Arrange printing of Draft and Final Environmental Project Reports and related materials. Prepare presentation materials in advance to support staff report.
- Senior consultant team members will attend to present and/or answer questions as needed.

Task 6.5 – Workshops with City staff & Public Design Charrettes

Purpose: Four workshops with City staff are proposed to build consensus on key topics. A public design charrette will be held to build support and involve the public in the development of select components of the project centred on station architecture, urban design and public art.

Actions:

- Staff workshops will be arranged with invite lists confirmed by the City's project director. Prepare materials in advance of the workshop. Facilitate the workshop and prepare a workshop summary. Topics may include: urban design, station architecture, traffic and construction management, and heritage.
- **Recommended Enhancement:** Public design charrette will be arranged with invite list developed in coordination with City staff. Determine distribution method for invitations. Prepare and print required materials (precedents, sign-in sheets etc.). Attend and summarize the session. City to arrange venue and provide staff to attend.

Task 6.6 – Responding to Questions

Purpose: The public consultation requirements of the TPAP require that a consultation record be compiled that contain summaries of the comments submitted by interested persons, including Aboriginal communities. To garner support for the project, and to educate and inform the public, the project team will respond to questions submitted by the public.

Actions:

- Create and maintain public consultation comment records.
- Respond to comments by phone and email.
- Redact comment records prior to their release to the public.

Task 6.7 – Meetings with Property Owners

Purpose: To support the City as they inform and/or notify individuals with property that may potentially be affected by the project. City staff will meet with property owners to identify concerns and provide input to design options.

Actions:

- Provide drawings to support City meetings with individual property owners.

Task 6.8 – Prepare Website Content, Newsletters, FAQ, and Other Public Materials

Purpose: To enhance public consultation events and meet the requirements of the TPAP, materials such as sign-in sheets, postcards, posters, and videos will be used at public consultation events. The project website and social media accounts will be maintained.

Actions:

- Prepare and/or print and distribute materials required for open houses, public design charrettes, the project website and social media accounts, including the FAQ document and graphics.

Task 6.9 – Technical Agency Meetings

Purpose: To meet individually with the technical agencies involved in the approval of project components including the MOECC, UTRCA, private utilities, and emergency services.

Actions:

- Arrange meetings in consultation with City staff. Determine meeting venue. Prepare agenda and meeting summaries. Prepare and print required materials (plans).

Task 6.10 – Aboriginal Community / First Nations Meetings

Purpose: To engage Aboriginal communities / First Nations to discuss the project and identify and review any issues specific to the community.

Actions:

- Draft letters to be mailed by City staff updating the communities of the project and offering to arrange a meeting. Prepare and print required materials (plans).

Task 6.11 – Additional Meetings

Purpose: To meet individually with other agencies and groups that own property within the BRT corridors or have an interest in the project to inform them and collaborate on the development of design alternatives involving their property.

This could include BIAs, resident associations, tenant associations, student groups, or others.

Actions:

- Arrange meetings in consultation with City staff. Determine meeting venue. Prepare agenda and meeting summaries. Prepare and print materials required at meeting.

Task 6.12 – Western University & Fanshawe College Engagement

Purpose: To work with these major property owners to obtain answers to unresolved questions regarding property access and preliminary engineering design.

- Meeting topics may include: input to design options and evaluation, recommended design options, and preliminary engineering design.
- Determine meeting venue. Prepare and print materials required. Prepare meeting summaries.

Task 6.13 – Recommended Enhancement: Expert Peer Review

Purpose: To gather suggestions and feedback from professionals involved in similar BRT projects across Canada by inviting them to London to view the work completed.

Actions:

- Assist the City by planning, preparing materials, and attending this one-day event.

5. Key Milestones

Planned dates for key milestones include:

- PIC 5 – December 2017
- Draft EPR to MOECC – February 2018
- Issue Notice of TPAP Commencement – March 2018
- PIC 6 – April 2018
- 120-day TPAP Consultation ends June 2018
- 30-day public review – July 2018
- 35-day Ministerial review – August 2018
- Statement of TPAP Completion – September 2018

APPENDIX 'C'

#17169

Chair and Members
Strategic Priorities and Policy Committee

September 18, 2017
(Consulting Fees Amendment)

RE: Shift Rapid Transit Environmental Assessment
Project Management Plan, Communications Plan and Consulting Fees Amendment
(Subledger NT14RD10)
Capital Project TS1430-1 - RT 1: Wellington Rd. - Bradley Ave to Horton St. South Leg Widening
Capital Project TS1430-2 - RT 2: Richmond St - Fanshawe Park Rd to Raymond Ave North Leg Widening
Capital Project TS1430-3 - RT 3: Highbury Ave - Dundas St to Oxford St. East Leg Widening
Capital Project TS1430-6 - RT 6: Oxford St W - Hyde Park Road to Richmond St West Leg Widening
IBI Group - $2,282,330 (excluding H.S.T.)

FINANCE & CORPORATE SERVICES REPORT ON THE SOURCES OF FINANCING:

Finance & Corporate Services confirms that the cost of this project can be accommodated within the financing available for it in the Capital Works Budget and that, subject to the adoption of the recommendations of the Managing Director, Environmental & Engineering Services & City Engineer, the detailed source of financing for this project is:

SUMMARY OF ESTIMATED EXPENDITURES		Approved Budget	Committed to Date	This Submission		Balance for Future Work
TS1430-1 -RT 1: Wellington Rd-Bradley Ave to Horton St. S Leg Widening						
Engineering		$7,475,000	$1,209,559	$696,750		$5,568,691
Land Acquisition		29,563,000	174,314			29,388,686
Construction		25,000,000	445			24,999,555
Relocate Utilities		2,140,000				2,140,000
City Related Expenses		25,000	24,943			57
		64,203,000	1,409,261	696,750		62,096,989
TS1430-2-RT 2: Richmond St-Fanshawe Park Rd to Raymond Ave North Leg Widening						
Engineering		2,500,000	1,084,292	812,875		602,833
Land Acquisition		12,363,000	3,256			12,359,744
Relocate Utilities		644,000				644,000
		15,507,000	1,087,548	812,875		13,606,577
TS1430-3 -RT 3: Highbury Ave-Dundas St to Oxford St East Leg Widening						
Engineering		1,596,000	462,953	580,625		552,422
Land Acquisition		6,987,000				6,987,000
		8,583,000	462,953	580,625		7,539,422
TS1430-6- RT 6: Oxford St W-Hyde Park Road to Richmond St West Leg Widening						
Engineering		794,312	552,032	232,250		10,030
City Related Expenses		5,688	5,688			0
		800,000	557,720	232,250		10,030
NET ESTIMATED EXPENDITURES		**$89,093,000**	**$3,517,482**	**$2,322,500**	**1)**	**$83,253,018**
SUMMARY OF FINANCING:						
TS1430-1 -RT 1: Wellington Rd-Bradley Ave to Horton St. S Leg Widening						
Capital Levy		$1,445,800	$31,735	$15,690		$1,398,375
Debenture By-law No. W.-5609-239 (Serviced through City Services - Roads Reserve Fund (Development Charges))	2)	19,552,900				19,552,900
Drawdown from City Services - Roads Reserve Fund (Development Charges)	2)	935,600	449,724	222,347		263,529
Senior Government	3)	42,268,700	927,802	458,713		40,882,185
		64,203,000	1,409,261	696,750		62,096,989
TS1430-2-RT 2: Richmond St-Fanshawe Park Rd to Raymond Ave North Leg Widening						
Capital Levy		512,300	35,929	26,855		449,516
Drawdown from City Services - Roads Reserve Fund (Development Charges)	2)	5,323,400	373,344	279,052		4,671,004
Senior Government	3)	9,671,300	678,275	506,968		8,486,057
		15,507,000	1,087,548	812,875		13,606,577
TS1430-3 -RT 3: Highbury Ave-Dundas St to Oxford St East Leg Widening						
Capital Levy		209,533	11,302	14,175		184,056
Drawdown from City Services - Roads Reserve Fund (Development Charges)	2)	2,784,800	150,208	188,387		2,446,205
Senior Government	3)	5,588,667	301,443	378,063		4,909,161
		8,583,000	462,953	580,625		7,539,422
TS1430-6- RT 6: Oxford St W-Hyde Park Road to Richmond St West Leg Widening						
Capital Levy		56,000	39,040	16,258		702
Drawdown from City Services - Roads Reserve Fund (Development Charges)	2)	744,000	518,680	215,992		9,328
		800,000	557,720	232,250		10,030
TOTAL FINANCING		**$89,093,000**	**$3,517,482**	**$2,322,500**		**$83,253,018**

APPENDIX 'C'

#17169

Chair and Members
Strategic Priorities and Policy Committee

September 18, 2017
(Consulting Fees Amendment)

RE: Shift Rapid Transit Environmental Assessment
Project Management Plan, Communications Plan and Consulting Fees Amendment
(Subledger NT14RD10)
Capital Project TS1430-1 - RT 1: Wellington Rd. - Bradley Ave to Horton St. South Leg Widening
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Capital Project TS1430-6 - RT 6: Oxford St W - Hyde Park Road to Richmond St West Leg Widening
IBI Group - $2,282,330 (excluding H.S.T.)

1) **FINANCIAL NOTE:**

	TS1430-1	TS1430-2	TS1430-3	TS1430-6
Contract Price	$684,699	$798,816	$570,582	$228,233
Add: HST @13%	89,011	103,846	74,176	29,670
Total Contract Price Including Taxes	773,710	902,662	644,758	257,903
Less: HST Rebate	76,960	89,787	64,133	25,653
Net Contract Price	$696,750	$812,875	$580,625	$232,250

FINANCIAL NOTE: continued

	TOTAL
Contract Price	$2,282,330
Add: HST @13%	296,703
Total Contract Price Including Taxes	2,579,033
Less: HST Rebate	256,533
Net Contract Price	**$2,322,500**

2) Development charges have been utilized in accordance with the underlying legislation and the Development Charges Background Studies completed in 2014.

3) The scope and timing of the Shift Rapid Transit Initiative is subject to securing Senior Government funding.

JG

Jason Senese
Manager of Financial Planning & Policy