

Issue Date: February 5, 2019 **File:** 2018.5301.02.01**Previous Issue Date** January 15, 2019**To:** Soheil Nejatian, P.Eng.**From:** Marko Paranosic, P.Eng, PE**Client:** City of Brampton**Project Name** Denison Avenue Extension Class EA Study**Project No.** 2018-5301**Subject:** [Communication and Issues Management Plan](#)

1 INTRODUCTION

1.1 Background

The City of Brampton has retained Associated Engineering (AE) to conduct a Municipal Class Environmental Assessment (EA) for the extension of Denison Avenue, from Park Street to Mill Street. This project is identified in the City of Brampton Transportation Master Plan (2015) as a “short-term” network improvement targeted for implementation by 2021.

The Class EA study is being carried out in accordance with the Municipal Engineers Association (MEA) Class EA guidelines, which is a process approved under Ontario’s Environmental Assessment Act. In May 2018 the Ministry of Environment, Conservation and Parks (MECP) provided guidelines for a “streamlined” EA process that will also be utilized for this project.

1.1.1 Study Area

The proposed extension of Denison Avenue is at the easterly limit of Denison Avenue which is currently Park Street. It is located within the City of Brampton’s Downtown Core and identified as being contained within the University North Precinct in the Brampton 2040 Vision plan.

Figure 1: Denison Avenue Class EA Study Area



The outline area represents a potential notification area for future mail-outs and/or hand deliveries, but this would be confirmed with the City.

1.1.2 Existing Land Uses within Focus Study Area

Existing land uses within the study area are a mix of established (mature) low, medium and high density residential uses along with several properties with approved or pending development applications.

Figure 2: Denison Avenue Class EA Study Area – Existing Land Uses



1.2 Purpose and Approach

The purpose of this *Communication and Issues Management Plan* is to provide a framework for consultations with the public, review agencies and stakeholders throughout the course of the study ensuring that the study process and study objectives are met and that any issues and/or concerns are properly noted, catalogued for inclusion in the study report and dealt with appropriately.

The Class EA will proceed as a Schedule “B” undertaking in accordance with the requirements of the Municipal Class EA process. The Class EA process includes public and review agency consultations, an evaluation of alternative solutions, functional design of proposed alternatives for impact assessment and identification of measures to mitigate adverse impacts.

Meaningful consultation and two-way communication with government agencies, the Toronto Region Conservation Authority (TRCA), Aboriginal groups, utilities and community groups and other stakeholders will be vital to the success of the study. This consultation and communication will be clear and effective and start at the earliest stage and continue throughout the duration of the study. Herein the *Communication and Issues Management Plan* will outline the different methods that will be used to ensure effective and efficient two-way communications including public notices, targeted mailings, website content, information packages and Public Information Centres.

2 PROPOSED METHODS OF COMMUNICATION AND CONSULTATION

2.1 Study Mailing List

All relevant agencies, stakeholders and interested parties will be included in the study contact list. AE will prepare, with input from the City of Brampton and MECP, a list of relevant review agencies, stakeholders and affected parties based on the RFP, knowledge of the study area and experience with similar projects in the region.

The study mailing list will include provincial ministries, the TRCA, departments within the City of Brampton, utilities, emergency services, Aboriginal groups and other special interest groups.

Throughout the course of the study the list will be updated and revised as necessary to reflect agencies and/or stakeholders who have identified no interest in the study as well as new agencies or stakeholders who have come forward and wish to be added to the mailing list. Every effort will be made during the course of the study to make sure the mailing list is current and comprehensive to ensure that all interested and affected agencies and persons are properly contacted.

2.2 Study Notifications

A Notice of Study Commencement will be issued in early January 2019. Once approved the City will publish the Notice of Study Commencement in the Brampton Guardian and the project website. City of Brampton and AE contacts will be provided in the Notice from whom interested parties can obtain additional information or request that they be added to the Study Mailing List.

In addition to the newspaper publishing of the notice, AE will prepare the Notice in letter format and mail/email it to the established list of stakeholders. AE will follow up with the select agencies by mail, email or phone to ensure receipt of the notice and coordinate collection of information relevant to the study.

AE will maintain a tracking sheet detailing all correspondence sent and received as well as responses to questions and issues. This documentation will be included in the appendices of the final environmental study report (ESR).

2.3 Print Materials

Public Information about the study through a Notice of Public Information Centre (PIC) will be prepared and distributed prior to the first Public Information Meeting. AE will provide a list of properties abutting or contained within the study area for targeted mail out of project information which will highlight the study, key timelines and the website link for further information and public participation. Information will also be mailed/emailed to the appropriate Councillors and key agency stakeholders as included in the Contact List for the project.

AE will also issue a letter of correspondence to Aboriginal Groups identified through the ATRIS search and as verified by the MECP.

2.4 Study Website

The City of Brampton will be setting up a page on their corporate website for this Class EA study. The website will provide opportunity for interested individuals and/or groups to obtain information on the study, upcoming events and contact information. All project information in the form of notices of commencement/completion, public information center meeting (notice of meeting, display boards and comment sheets) and the preliminary

preferred design plan will be posted on the website for public access. The website will be maintained by City staff and AE will provide content and materials for posting when required.

2.5 Public Information Centre (PIC)

The PIC for this project will take place tentatively in September 2019. The PIC will present the Phase I and II components of the EA Study, including results of the transportation and traffic assessment, the development and evaluation of alternatives for the extension of Denison Avenue and present the preliminary designs for the preferred alternative. All additional supporting environmental, technical, financial, legal and social impacts and mitigation measures considered as part of the study will also be presented to the public for review and comment at the PIC.

2.5.1 Notice of Public Information Centre

AE will prepare a notice for the Public Information Centre. The City will review the notice and upon approval will coordinate the printing/advertising of the notices in the Brampton Guardian and/or any other applicable neighbourhood or local publications. The Notice will also be posted on the City's website for the project.

The Notice should be issued a minimum of two (2) weeks in advance of the PIC. In addition to the newspaper publishing, AE will prepare the Notice in letter format and mail it to the established list of contacts and stakeholders.

2.6 Meetings

Meetings are a vital aspect of communication between the Project Team and stakeholders. They allow for stakeholders to be kept informed, to provide input into and comments on the study and to discuss possible solutions or mitigating measures to address noted concerns. Key meetings that have been identified for this study and that are described in the following sections include:

- Project Team meetings
- Technical Advisory Committee meetings
- Stakeholder meetings
- One-on-one meetings

2.6.1 Project Team Meetings

Ongoing communication between AE and the City of Brampton is pivotal during the study. The Project Team meetings allow for such activities as review of study status, study approach, collection of background information and preparation for PCCs and occur at key milestones throughout the study. In addition to Project Team meetings, there are also informal progress meetings / teleconferences held between the Consultant Project Manager and City's Project Manager on a more frequent basis to discuss study concerns or strategy in addressing the next stage of the study.

It is expected that there will be five (5) Project Team meetings for this study;

Meeting Type	Est. Date	Purpose
Project Initiation Meeting	Dec 17, 2018	Review of Project Scope, Exchange of Information

Project Team Meeting #1	March 2019	Review of findings from Transportation/Traffic Assessment Study, discuss alternatives solutions; selection of preferred solution
Project Team Meeting #2	June 2019	Presentation of preliminary design alternatives for extension of Denison Avenue; review of technical studies progress/findings, selection of preferred alternative design
Project Team Meeting #3	Aug 2019	“dry-run” for PIC in September 2019, review of draft boards, information packages and other PIC display and/or handout information
Project Team Meeting #4	Oct 2019	Review PIC results, public comments and Project Team responses, finalize recommendations prior to finalizing study report

2.6.2 Technical Advisory Committee Meeting

The study will be carried out under the direction of a Technical Advisory Committee (TAC), which will initially be comprised of representatives from the Engineering Department for the City of Brampton.

In general, TAC meetings are scheduled a week or two prior to a PIC to obtain support or further direction as to the recommended improvements that will be presented to the public.

2.6.3 Stakeholder Meetings

Stakeholder meetings will be a necessary point of contact when specific concerns have been identified by stakeholder groups and there is a need to discuss their concerns and to identify mitigating measures. The study team will propose to meet with these individual stakeholder groups in informal settings either with or without City Staff in attendance as requested.

2.6.4 One-on-One Meetings

As the study progresses and especially when specific impacts have been identified, it will be necessary and / or advantageous to meet directly with affected or concerned residents and businesses.

Meetings will form the backbone of how findings and recommendations are communicated amongst the Project Team and stakeholders during the study.

3 COMMUNICATION PLAN

3.1 City Councillors

The two (2) councillors serving Ward One, which encompasses the study area, are:

- Paul Vicente (Wards 1 and 5)



- Rowena Santos (Wards 1 and 5)

Both Councillors are also Regional Councillors.

The City will undertake communications with the Councillors regarding the project prior to it becoming public on the City's website. This will be done to keep Councillors informed on the progress of the study and help prepare them to answer any questions they may receive from the public.

The Councillors will be invited to attend the PIC, further details regarding the PIC date will be provided as the project advances.

3.2 External Stakeholders

3.2.1 Toronto Region Conservation Authority (TRCA)

The TRCA is considered a primary stakeholder for this project because the extension limits are immediately west of the current regulation limit for the Etobicoke Creek, although it is not anticipated that there would be any direct impact to regulation areas. TRCA input will be sought out at the initiation of the project and throughout the study and in reviewing the evaluation criteria, evaluation process and the selection of the preferred solution.

3.2.2 Ministries

Provincial and Federal Ministries are included in the Study Contact List and will be informed throughout the study process via email and letter correspondence. The Contract List will include but not necessarily be limited to the following;

- Ontario Ministry of Environment, Conservation and Parks (MECP)
- Ministry of Aboriginal Affairs (MAA)
- Ministry of Natural Resources and Forestry (MNR)
- Ministry of Transportation (MTO)
- Ontario Ministry of Tourism, Culture and Sport (MTC)
- Ontario Ministry of Municipal Affairs and Housing (MMAH)
- Ministry of Economic Development, Employment and Infrastructure

3.2.3 Utilities

Utilities will be notified of the study and their input solicited at the beginning of the study. The utility companies will be asked to exchange any available as-built information on existing services to assist in the preparation of base plans.

The utility companies will be updated regularly by email correspondence and sufficient time will be provided for their comments.

A utility coordination meeting will be held in August 2019 prior to the PIC and finalization of preliminary designs for the preferred alternative. This meeting will be to discuss any potential conflicts, identify major constraints and consider any other information that may affect the evaluation of alternatives.

3.2.4 Orangeville-Brampton Railway

The Orangeville-Brampton rail line runs north-south with an at-grade crossing of Denison Avenue, just west of Park Street. An extension of Denison Avenue would potentially increase vehicular traffic crossing the rail line and the crossing may need to be relocated to accommodate a possible realignment of Denison Avenue.

Orangeville-Brampton Rail are considered a key stakeholder in this study and will be notified at the outset of the project. As preliminary designs for various alternatives are developed, these will be circulated to OBR to ensure that the railway's needs and concerns are properly captured.

3.2.5 Property Owners

As the project progresses to identify alternative alignments for the extension of Denison Avenue it is anticipated that interest in the study will increase and as such it will be important to ensure that potentially affected area residents are well informed and offered sufficient time and opportunity to provide comment and input.

Once potential property and easement requirements are identified the Project Team will reach out to individual property owners for input early in the decision-making process.

Neighbourhood residents will be contacted via a one-time mail-out or hand delivered notice promoting the PIC in September 2018. The mail-out will contain highlights of the study, key dates and timelines and the website link for further information and public participation.

4 ISSUE MANAGEMENT

Issue Management is a central part of AE's project objectives. It increases the probability of success, and reduces the probability of failure and the negative consequences of undesired events. The focus of good Issue Management is the early identification and treatment of issues (and risks). Issues from all sources, both internal and external to our organization, is mitigated by a governance structure supported by sound policies and procedures.

AE's guiding principles on Issue Management include:

- Informed decision making whereby management direction on each issue is communicated, understood, and applied through policies and operating procedures.
- Issue Management implementation through existing corporate structures and governance that define roles and responsibilities, and support performance reporting.
- Information sharing on best practices and lessons learned on Issue Management, whereby tools are developed for use throughout the organization.

Issues will be identified at any time during the course of the project and is not subject to a specific schedule; when issues are evident the Project Manager will bring them to the attention of the City for discussion.

A formal issue discussion will also be had during Project Team meetings when discussing schedule and potential impacts to the schedule.

Throughout the project the Project Manager and the Project Team will identify any potential risks arising from their activities through continuous tracking and management of actions and issues. Such potential risks will be

documented and tracked if actions/issues are considered to increase project uncertainty with potential impact to project cost and schedule.

4.1 Issues Management Tracking

All issues that arise or are identified during the course of the study to the City or AE Project Manager(s) will be thoroughly documented in an organized structure that will allow for easy reference and can be appended to the final environmental report.

An Issue Register will be updated regularly, normally bi-monthly or every eight weeks, at the end of each alternate reporting period. These Registers track each issue and update the existing nature and character, the likelihood of any project risk developing, whether the issue has been resolved or progressed, or whether mitigation measures are required. Issue Management and updating the Issue Register are ongoing project exercises.

For each issue identified, there will be a corresponding action to identify the measures to mitigate, prevent, and control the adverse consequences of that issue if unresolved. Contingency plans should also be developed for any unacceptable risk that is likely to occur. The thresholds for the varying levels of risk will be assessed as combination of probability and impact, impact including effect on schedule, cost, urgency and delivery of the overall project.

An Issues Management Tracking form will be developed during the early stages of the project and maintained/updated by AE staff.

4.2 Study Website

The City of Brampton will be setting up a page on their corporate website for this study. The web page will provide means for any interested party to obtain information about the study, the public information meeting and contact information. Through the website issues may be identified by external stakeholders. When these comments or inputs are received they will be acknowledged with a reply email (if contact information is provided) to ensure that the person(s) providing the comment or input knows that the study has received and will consider the comment. All issues presented through the website will be logged with the Issues Management Tracking form.