



## Construction Liaison Group, Lessons Learned Meeting

Leslie Barns & Leslie Connection Track

June 9, 2016

**Facilitated By:**

Jim Faught, Lura Consulting

**Attended By:**

***Community Members:***

Caron Court, Micheal Holloway, Vivien Leong, Allegra MacDonald, Janet MacDonald, Jo Oppenheimer

***TTC:***

Niki Angelis, Adrienne Long, Elizabeth Garkowski, David Nagler, Paris Savides.

***Contractor (Pomerleau):***

Orazio Pasinato, Imad Zaoude

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*These meeting minutes were prepared by TTC community liaison staff. These minutes are not intended to provide verbatim accounts of discussions. Rather, they summarize and document the key points made during the discussions, as well as the outcomes and actions arising from the CLG meetings.*

### Welcome and Agenda Review

Jim Faught welcomed the group to the CLG Lessons Learned meeting and outlined the agenda that included a project overview, summary of LURA's communication plan, overview of project communications (including a summary of feedback received from the community, complaint log breakdown and survey data) and the lessons learned and discussion. He indicated that the point of this meeting was to have a constructive conversation and discussion around some of the lessons learned and to provide potential solutions for the future.

Before turning the attention to David Nagler to commence the presentation, Jim went over the CLG code of conduct.



## Project Overview

David gave an overview of the work completed on both the Leslie Barns facility and Leslie Street. He spoke briefly of this history of these two projects, the features of the new Leslie Barns facility and an update on the landscaping activity currently taking place around the perimeter of the Barns. David thanked the CLG for all of their volunteer efforts to help TTC reduce construction impacts over the course of the project.

Following David's project overview, Jim Faught spoke about Lura's Communication Plan.

## Lura Communication Plan

Jim discussed the communication and community outreach plan proposed by Lura prior to the commencement of construction. This plan included regular and ongoing communication through the community office and community liaison officers, project website, newsletters, ongoing meetings with local residents and business members, and the establishment of the Community Liaison Group.

Lura began on this project in 2009 with preconstruction survey meetings beginning in 2011. Overall takeaway from the summarized data is that all forms of communications were beneficial, and different types of communication are recommended to meet the needs of different and diverse stakeholders and to reach as many people as possible.

Jim then turned attention to Elizabeth Garkowski to continue with the overview of project communications.

## Overview of Project Communications

Elizabeth gave a summary of the data collected pertaining to communications received throughout the course of the project. Data was provided regarding the total number of communications received by the community office and a breakdown of how those communications were received and what they regarded. Data obtained from the online survey conducted in May 2016 on the effectiveness of project communications was also summarized.

## Lessons Learned – Community Feedback on Communications

Niki began the Lessons Learned portion of the presentation. The lessons learned summarized in the presentation are based on the analysis of the feedback received from the survey as well as through data collected pertaining to ongoing project communications throughout the course of the project.

Shortly after beginning this portion of the presentation, the meeting was halted as there were members of the CLG wanting to discuss other items and to divert from the focus on communications. The Lessons



Learned can be found in the posted presentation. The remainder of the presentation was spent in an open discussion format.

### CLG Discussion Period

The CLG is a forum for open discussion. As such, questions were posed throughout the presentation. Questions are indicated with a Q, answers with an A, comments with a C, and suggestions with a S. Answers were provided by the members from the Leslie Barns project team. Feedback received will be summarized at the end of the presentation as action items. Items carried forward, including those that are not under TTC's purview, will be presented to the City of Toronto Transportation and Engineering Departments.

#### *Lura Communications Plan*

C: The data from meetings about the soil removal part of this project should be added to the presentation.

A: This information will be added to the presentation before posting online.

C: Paper notices are very helpful, especially for those in our community who do not speak English. They often show the paper notice to a relative to help translate.

S: It would be beneficial to have paper notices distributed to the community in multiple languages depending on the demographics of the neighbourhood.

A: Agreed. Translations into Chinese were done for multiple meetings. ***(carried forward)***

S: It would be helpful to do updates including photos of the types of equipment used throughout the project. This would help people to identify things that may be causing disruption. ***(carried forward)***

#### *Overview of Project Communications*

S: Safety walks are a great tool and should be carried on for other major projects. ***(carried forward)***

S: There are workplace safety rules for workers, but not for residents. The Community Liaisons were there in this project to fill that void. There should be safety protocols for the local community around a project site as well. ***(carried forward)***

Q: Are there protocols for safety of pedestrians and cyclists?

A: There are not specific provincial protocols that single out pedestrians and cyclists – there are overall safety protocols for all.

S: It would be a good idea to draft a pedestrian bill of rights to help address issues of accessibility. ***(carried forward)***



A (Pomerleau Representative): While working on this project I can say that the safety protocols and requirements from the TTC were very stringent. It went beyond typical project requirements. It might also be helpful in future to explain what goes into construction to help people understand why certain things are done in a certain way in particular situations, such as work phasing that requires closures or diversions.

C: It would be great if something positive could come out of this project that helps improve implementation of future projects with best practices.

A: Each of the recommendations from the CLG will be documented. The TTC is also compiling their own lessons learned out of this experience for use on future projects.

S: When road detours changed there weren't always plans in place for cyclists until a safety walk was held. There should be a standard practice from the start. In future, cyclists and cycling detours should be considered during the planning stages of a project. **(carried forward)**

S: The website design should be responsive. For example, it was not always easy to read on a cell phone and should be adapted for all technology. **(carried forward)**

S: You indicated that notices were delivered within a certain radius of the project zone. I would like to request that these notices be delivered to a wider audience in the future. Even though an individual may not live directly on the impacted street, they could live close enough and use the street for other uses (i.e. shopping) which the construction could impact. **(carried forward)**

S: Using video as a form of communication could have been helpful in this project. It could generate more positive PR, provide positive messaging and not just all negative. There would likely be a lot of general interest for this form of communication. **(carried forward)**

S: Promises that were made to the residents early in the process sometimes changed. There could be a valid reason for this to be the case, and if there are, someone should be checking back at what was promised and advising the residents in advance of any changes and the reasons why. This could help prevent the upset sometimes experienced on this project with local residents. **(carried forward)**

### **Lessons Learned – Community Feedback**

S: There should be changes made to the Construction Lien Act to prevent private property owners from being implicated in construction disputes. **(carried forward)**

A: This would be outside the jurisdiction of the TTC but can be forwarded to the City for Legal review.

Q: Would it be possible for a final walk-through to be done of the project when the construction is complete, before the contractor leaves?

A: Yes. A final walk-through will be scheduled when the landscaping activity is nearing completion. This walk-through will be scheduled late in the fall.

Q: Now that the project is largely done, I don't know who I should contact with issues I might be having.



A: You can continue to contact the Community Liaisons through the Leslie Barns email address or by phone as they are still on the project until the end of August.

C: There was an incident during the project between an employee of one of the sub-contractors and a resident. There should be a written list of rules for behavior that each sub-contractor must sign off on before being able to work on the project to prevent this problem from happening again.

A: There is a specific protocol to follow when incidents arise and it was followed in that particular case. All incidents need to be fully investigated by both TTC and the lead contractor. Procedures to deal with this complaint were followed and disciplinary action was taken against the sub-contractor.

S: There should be a project kick off meeting with the local community that communicates a realistic idea of what to expect during construction. By being open about what is coming up and how it may change; it could help prevent a lot of resentment as the project goes on. ***(carried forward)***

S: It would be a good idea to have ongoing notices delivered to neighbours explaining why work is handled in a particular way. Having a notice to indicate “this is why we do it” could help neighbours understand why work is staged in a particular way, why it takes the length of time that it does, etc. It could also help people understand things like delays and sequencing of work.

A: These type of updates were shared with the Construction Liaison Group, but can be shared more widely in future projects. ***(carried forward)***

S: Start dates for major phases of construction should be considered in relation to important days in the community. For example, the closure of the Queen and Leslie intersection began on Mother’s Day and it disrupted residents’ travel plans. These things need to be considered in the planning stages.

A: Agreed that these things are and must be considered. However, it should be noted that for this particular closure, there was a specific schedule that needed to be worked around related to the transit schedules of both TTC and outside utilities such as Toronto Hydro. While there can be flexibility in some cases, it is not always possible to control specific start dates. ***(carried forward)***

S: It would be helpful to have a “living” FAQ section on the website for commonly asked questions and current activities that residents can go look at if they have any questions without having to reach out to the Liaisons.

A: FAQs were posted on the website, but will be more frequently updated in future projects. ***(carried forward)***

C: TTC’s Trip Planner does not include construction activities that can greatly impact the route an individual might take. Construction should be added in the trip planner feature.

A: An overhaul of the planner that would include a feature that factors in construction activity taking place around the City is under review. ***(carried forward)***



S: Signage needs to be better addressed on projects moving forward. Ideally there would be different colours and shapes for different users. For example, pedestrian signage would be a certain colour and shape, vehicular traffic signage would have a different and distinguishable look, etc.

A: Agreed that signage generally is an area for improvement. There are standards for traffic signage dictated by Rule Book 7 (provincially mandated) that would make it impossible to make all traffic signage a certain colour or shape. The contractor must follow the Provincial guidelines. There could be a specific colour scheme made for pedestrians and cyclists, the difficulty is that it would not necessarily be followed across the City. This will be shared with City Transportation and Engineering. (*carried forward*)

C: Thank you for all the efforts made with the signage and for listening to complaints as they pertain to cyclist/pedestrian safety throughout the project. Issues were addressed, and we would like to see future projects be as proactive as possible.

C: It should be determined during the planning stages of a project if there are health needs of residents. This would ensure there is a plan for them before construction begins. (*carried forward*)

A: Agreed. In some cases, people do not wish to disclose their health concerns/challenges. However, as just one example, special arrangements were made during this project to accommodate an individual who required dialysis. This involved coordinating with the contractor to ensure there was always power and water supplied to this particular home on days when treatment was taking place. This schedule was provided directly to the Community Liaisons by the resident and arrangements were always made. This example shows how important it can be to have a direct liaison contact for residents when specific needs arise.

### *Lessons Learned – Next Steps*

There was a discussion about there being a follow up Lessons Learned meeting to go into more detail about some of the issues discussed at this meeting with the request that this can lead to the development of a document to provide for future projects and to share any items that may be beyond TTC's scope with City staff.

This meeting will be scheduled following the final walk-through to take place in the fall.

Meeting adjourned.

### **Summary of Suggestions/Feedback from CLG Discussion**

*Full list of Lessons Learned to be carried forward can be found in the downloadable presentation*

1. Distribute paper notices to the local community in multiple languages depending on the demographics of the neighbourhood.



2. Provide updates including photos of the types of equipment used throughout the project to help the community identify what is taking place in their neighbourhood.
3. Safety Walks were a helpful tool and should be carried forward on other projects.
4. Create safety protocols for the local community residents around the project site.
5. Draft a pedestrian bill of rights to help address issues of accessibility.
6. Implement a standard practice that considers cyclists during all stages of the project.
7. Ensure the website is responsive and adapted for all technology.
8. Paper notices should be delivered to a wider radius to the project and not just the residents that live in the immediate vicinity.
9. Using video as a form of communication should be implemented moving forward for more positive and informative facts about major projects.
10. Frequent checks should be made of promises that might have been made to residents in the past to ensure that none of them are being broken. If there is a valid reason that something needs to change, make sure to inform the residents in advance.
11. Changes to the Construction Lien Act should be made to prevent private property owners from being implicated in construction disputes.
12. Projects should begin with a project kick off meeting with the local community to communicate a realistic idea of what to expect during construction and how things may change.
13. Ongoing notices should be delivered to neighbours to explain work procedures and why certain activities are done the way they are to help residents better understand the process.
14. Consider important dates for the community when deciding start dates for major construction phases to minimize disruption to the community.
15. Have an ongoing FAQ section on the website that is updated more frequently for the most commonly asked questions