



Community and Stakeholder Consultation Plan Windsor-Essex Parkway

**Year 1 – Project Design, Early Works and Initial Stages
of Construction**
September 16, 2011

WE
WINDSOR ESSEX MOBILITY GROUP



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1. PREFACE

The Windsor-Essex Parkway (the Parkway) was conceived to strengthen transportation and trade links between Canada and the United States, improve efficiency and foster economic growth. It was identified through the Detroit River International Crossing (DRIC) study as the recommended plan for the Ontario access road portion of a new Windsor-Detroit border transportation system that also includes a new Canadian inspection plaza, an international crossing over the Detroit River and a U.S. inspection plaza and interchange connecting to Interstate 75. Upon completion of the entire project, Highway 401 will be connected directly to the U.S. interstate system for the first time. As Canada's busiest land border crossing, improvements to the flow of trade in this corridor are vital to the economic prosperity of the region, Ontario, Canada and Michigan. The Windsor-Essex Parkway received approval under the *Ontario Environmental Assessment Act* (OEAA) in August 2009 and under the *Canadian Environmental Assessment Act* (CEAA) in December 2009. The Environmental Assessment Report on which the OEAA approval was based details design elements and requirements of the Parkway, along with commitments to consult, communicate and educate.

The Windsor-Essex Parkway will extend Highway 401. It will be a below-grade, six-lane highway, 11 kilometres long with 11 tunnels and a four-lane service road (Highway 3) that will provide full access to schools, neighbourhoods, natural areas, and shopping. Other components of the project include community and environmental features, such as more than 300 acres of green space, 20 kilometres of recreational trails, extensive landscaping throughout the corridor, as well as noise and environmental mitigation measures. The environmental mitigation measures were based upon Permit AY-D-001-09 which was approved in February 2010.

The Parkway's strategic international importance, urban location, and unique ecological context necessitate strong design and planning principles to guide infrastructure development. The Parkway is to be a state-of-the-art facility within a contextually sensitive landscape setting that has ecological integrity, builds physical and cultural connections, and establishes a sustainable network of amenities that can be enjoyed by present and future generations.

The plans for the Parkway strive to build and strengthen linkages within and between both human and ecological communities. Over time, restored green space will evolve into a tall grass prairie and oak savannah landscape that will, through ecological succession, allow the roadway to become a ***'Parkway in a Prairie'***.

Natural and cultural history is proposed to be celebrated in the artful design of gateways and crossings that will support the existing municipal road system and an inter-connected multi-use pathway system. The gateways are conceived as bold and commanding landscapes that draw on sculpted landform, strong patterning, and public art to create strong visual elements for the driving experience within themes of *'Arrival, Settlement, and Flow'*.

Opportunities to communicate or tie into these themes will be explored and will draw on natural and cultural influences to create distinct and memorable places that serve as markers, urban respite areas, and focal points to the overall green space system. Other opportunities for artistic expression include the streetscapes and urban amenity areas, trail bridges, tunnel abutments, and noise barriers. These structural elements offer opportunities for simple expression of the surrounding natural

environment, area history and the ‘prairie’ landscape in particular, through color, form, materials, and the integration of public art.

The lasting legacy of the Windsor-Essex Parkway will be its significant contribution as an international trade and transportation route, and its establishment of a contiguous and sustainable green space system that contributes to the quality of life in the community and supports the re-establishment of an ecologically rich Carolinian landscape.

On December 17, 2010, Infrastructure Ontario (IO) and the Ontario Ministry of Transportation (MTO) announced that the Windsor Essex Mobility Group (WEMG) reached financial close and signed a fixed-price contract with the Province of Ontario to design, build, finance and maintain the Windsor-Essex Parkway. To design and construct the Windsor-Essex Parkway, WEMG has formed a Design-Build Joint Venture called the Parkway Infrastructure Constructors (PIC). This team includes Dragados Canada, Inc., Acciona Infrastructure Canada Inc., and Fluor Canada Ltd, a combination of companies that bring a wide range of experience to the project.

2. INTRODUCTION

The Detroit River International Crossing (DRIC) study which led to the identification of the Windsor-Essex Parkway (the Parkway) as the recommended Ontario access road portion of a new Windsor-Detroit border transportation system, included an extensive consultation and communications program. Over the four years during which the Detroit River International Crossing Study Environmental Assessment (EA) was conducted, the local and regional community invested significant time and effort in the development of the Parkway plan.

The Ministry of Transportation (MTO) and Infrastructure Ontario (IO) jointly referred to as Her Majesty the Queen (HMQ), the Windsor Essex Mobility Group (WEMG) and the Parkway Infrastructure Constructors (PIC) are committed to maintaining and building on the consultation efforts to keep interested parties informed of activities, future design phases and project implementation. In addition, HMQ is committed to ensuring that compliance monitoring is conducted relative to the commitments made during the EA and subsequent phases. Hence, the design and construction of the Parkway will allow continued opportunities for stakeholders and the public to be consulted and informed as the project develops.

The goal for community consultation for Year 1 of the project will be to provide timely information and opportunities for participation during the project design, early works and initial stages of construction. Continued consultation will aid HMQ, PIC and WEMG (the Project Team) in analyzing whether the improvements incorporated into the design will address previously raised issues and present opportunities to further enhance key elements of the project (e.g. landscape plan, traffic management, etc.). A successful consultation program will provide significant benefits to the design and construction of the Parkway, and the broader community as a whole. Effectively engaging stakeholders and the public will be vital to:

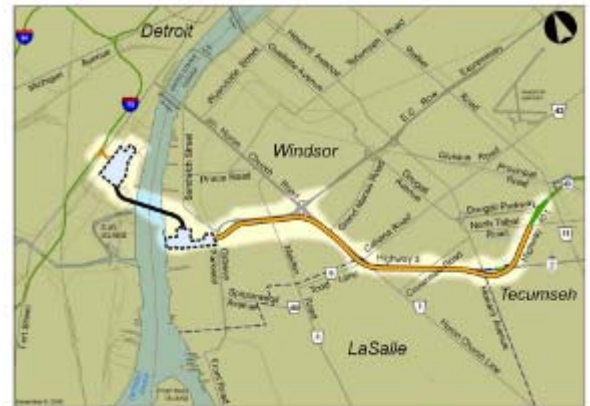
- Facilitating conversations with key agencies (Listed in Appendix B)
- Facilitating a dialogue with the public
- Minimizing impact to local businesses and service providers
- Building trust and accountability within the community

- Improving involvement in design
- Minimizing and addressing concerns with potential construction-related disruption, such as traffic, noise, and dust
- Addressing potential concerns regarding natural heritage systems
- Integrating local knowledge into design and construction planning
- Coordinating with emergency services and transportation service providers
- Fulfilling the duty to consult with aboriginal groups and individuals
- Setting the stage for stewardship and involvement in the evolution of the “Parkway in a Prairie”

2.1 **OUTREACH AREA**

The Windsor-Essex Parkway is a six-lane urban freeway that is the Ontario access road portion of a proposed new border transportation system, providing a direct route connecting Highway 401 in Windsor, Ontario, to Interstate 75 in Detroit, Michigan.

The map to the right shows the five components of the border transportation system – the Windsor-Essex Parkway, the Canadian plaza, the international river crossing, the U.S. plaza and the U.S. interchange. The Parkway’s outreach area includes the residents and business owners adjacent to or immediately affected by the Parkway and associated construction. It also encompasses a broad range of stakeholders who may be interested in the design and construction process. Further, this project will have significant influence outside of the Windsor-Essex area, particularly to future users of the freeway component of the Parkway. As a result progress will be of interest to stakeholders at a regional, provincial, national, and international scale.



2.2 **COMMUNITY AND STAKEHOLDER CONSULTATION PLAN – YEAR 1**

This Community and Stakeholder Consultation Plan (Consultation Plan) has been prepared to provide an overall framework for consultation for Year 1 of the project. The focus of this plan is on consultation activities that will support the project design, early works and initial stages of construction. This plan meets the MTO and DRIC study EA commitment for the development of a consultation plan that will inform interested stakeholders and members of the public about the project and provide the community and stakeholders with opportunities to consult on the design and construction elements of the Parkway. There will be a substantive update to the plan annually to provide additional details on consultation activities to support future construction and operations phases.

2.3 **AN INTEGRATED APPROACH TO CONSULTATION AND COMMUNICATIONS**

A key component of a successful consultation strategy includes the integration of diverse consultation and communication activities and approaches. Table 2.1 summarizes the integrated consultation and communication activities that will be employed by WEMG to ensure that all stakeholders and members of the public are effectively engaged throughout the Year 1 early stages

of construction of the Windsor-Essex Parkway project. The following sections provide detail on the key consultation audiences, consultation strategies, methods for monitoring the progress and effectiveness of these strategies, and documentation.

Table 2.1: Key Consultation Activities and Communication Tools for the Windsor-Essex Parkway – Year One

Key Consultation Activities	Key Communication Tools
<ul style="list-style-type: none"> • Public Liaison Office / Senior Public Liaison Officer • Project Website • First Nations Consultation • Public Information Open Houses (PIOH) • Context-Sensitive Solutions (CSS) Workshops • Business and Community Meetings • Individual Stakeholder Meetings • Technical Working Groups <ul style="list-style-type: none"> ○ Core Municipal Working Group ○ Environment Core Agency Working Group • Briefings for Elected Officials • Partnering with Local Educational Institutions 	<ul style="list-style-type: none"> • Communications and Media Materials <ul style="list-style-type: none"> ○ Newspaper Notices ○ Project Newsletters ○ Individual Mailings and Flyers ○ Frequently Asked Question (FAQ) sheets ○ Fact sheets ○ Construction Signage • Web-enabled Communications <ul style="list-style-type: none"> ○ Project Website ○ Virtual Tours ○ Social Media • Complaints Management Protocol

3. KEY AUDIENCES

The list of key audiences will confirm and build upon community members and stakeholders identified during the DRIC study, as outlined in Chapter 3 of the DRIC Environmental Assessment. WEMG and HMQ will maintain and update the stakeholder list throughout the course of the project. This list of stakeholders can be found in Appendix A.

During the DRIC study, it was determined that the project is of importance to both local individuals and groups as well as regional and national groups and agencies. Based on a review of the reports from the DRIC study, and on consultations between the WEMG and HMQ, our understanding is that the key audiences for the Windsor-Essex Parkway will initially include but not be limited to:

- **Consultation Groups**, based on the previously active Municipal Advisory Group (MAG), Canadian Agency Advisory Group (CANAAAG), Private Sector Advisory Group (PSAG), Crossing Owners/Operators/Proponents (COOP), School Advisory Group and the Community Consultation Group (CCG)
- **First Nations** (Walpole Island First Nation, Oneida Nation of the Thames, Caldwell First Nation, Munsee Delaware Nation, Aamjiwnaang First Nation; Chippewas of Kettle and Stony Point, Moravian of the Thames and Chippewas of the Thames.)
- **Various neighbourhoods and community groups** (e.g.: Sandwich Community, Spring Garden / Bethlehem / Armanda Street Community, Oliver Estates, Huron Church Line Residents, Daytona Road area, residents near or on North Talbot Road, various neighbourhoods identified for community meetings, Trillium Court Residents, etc.)

- **Municipalities** (City of Windsor, Town of LaSalle, Town of Tecumseh, Town of Lakeshore, Town of Amherstburg, Town of Essex, and County of Essex)
- **School Boards**
- **St. Clair College**
- **Federal and Provincial Agencies**
- **Local business owners**
- **Individual property owners**
- **General public**
- **Emergency Services** (EMS, police, fire, rescue, ambulance)
- **Utility Companies**

WEMG will conduct a stakeholder scan to update and maintain the stakeholder list throughout the course of the project and will also ensure that stakeholders are notified of consultation activities and given the option to actively participate in the process (i.e. through working groups, individual stakeholder meetings, etc.) as outlined in the Environmental Assessment process.

Appendix A provides an initial list of relevant stakeholders for the Windsor-Essex Parkway project, including those identified through the DRIC Environmental Assessment, which was approved by the Ontario *Environmental Assessment Act* (OEAA) and the *Canadian Environmental Assessment Act* (CEAA).

4. CONSULTATION AND OUTREACH STRATEGIES

4.1 OVERVIEW

The Consultation Plan for the Windsor-Essex Parkway focuses on maintaining a consistent presence in the community by building on the previous consultative initiatives undertaken for the Detroit River International Crossing Environmental Assessment (EA) Study process and the Federal CEAA Screening Report.

This Consultation Plan has been prepared to outline the consultation program to be carried out for the design and construction of the Windsor-Essex Parkway. The preparation of the Consultation Plan was a commitment in the DRIC Environmental Assessment Report (2008). The integrated communication and consultation activities that will be employed by the Windsor Essex Mobility Group together with the Ontario Ministry of Transportation will ensure that all stakeholders and members of the public are effectively engaged throughout the Windsor-Essex Parkway project design and construction.

The feedback obtained through the consultation strategies will be used to inform Design Construction Reports (DCRs). DCRs provide contract-specific design and construction information including a summary of the consultation process during detail design, a description of the proposed design features, a summary of environmental investigations conducted during detail design, specific environmental issues, mitigation measures and commitments, and committed monitoring procedures associated with the implementation of the project.

DCRs will be made available for a 30-day review period, in accordance with the requirements outlined in the Class Environmental Assessment for Provincial Transportation Facilities document (MTO, 2000).

Consultations for the Windsor-Essex Parkway will be conducted on a range of topics as defined by the Design Construction Reports including but not limited to:

- Landscape and trail features;
- Various construction elements (bridges, tunnels, wick drains, storm management ponds, etc.);
- Re-alignment of drains;
- Plans to ensure traffic flow and effectively communicate traffic changes;
- The creation of various diversions around main construction sites;
- Plans to assist with access to affected businesses;
- Construction staging and timing;
- Excavation and moving of fill;
- Mitigation plans for noise, dust, and environmental impacts; and
- Species at Risk and other environmental protection measures.

A series of Public Information Open Houses (PIOHs) will be held during the spring, summer and fall of 2011 and other types of consultation (e.g.: kitchen table meetings, workshops, etc.) will take place based on need and will vary based on the topic being addressed.

This overarching Consultation Plan aims to provide stakeholders and the public with the information needed to understand the project and with the opportunity to provide feedback and ideas for improving the design and mitigating construction issues for The Parkway. The Consultation Plan also seeks to appropriately address any issues that may arise throughout the project. Stakeholder consultation meetings will be grouped as appropriate to provide a consistent approach to reaching all appropriate stakeholders on a given topic for consultation.

The key consultation activities that will be undertaken as part of the Consultation Plan during the first year of the project include:

- First Nations Consultations;
- Public Information Open Houses (PIOHs);
- Context-Sensitive Solutions (CSS) Workshops;
- Updated and interactive project website;
- Individual Stakeholder Meetings;
- Technical Working Group Meetings; and
- Briefings for Municipal Officials.

Details about these key consultation activities can be found in Section 4.4 below.

4.2 GUIDING PRINCIPLES AND COMMITMENTS

The Consultation Plan is designed to manage community and stakeholder involvement in a coordinated manner. As a general principle, the views and perspectives of the public and various stakeholders will be given respectful consideration and due weight. The consultation process is based on the following four principles:

Make it timely. Consultation is planned at key decision points to ensure that stakeholders and the public have the opportunity to become knowledgeable about the project and have opportunities to provide input to the Parkway project.

Make it inclusive. As previously identified, WEMG recognizes the broad array of individuals and groups that will be interested in or affected by the project. Throughout the design and construction process, WEMG will ensure that there are opportunities for all groups and individuals to provide feedback and that no-one is excluded from the process.

Make it community-focused. Consultation activities will be focused on those who feel most directly connected to the project and will also encourage an understanding of the project benefits from a wider community perspective. Activities will be designed to inform a wider audience and provide them the opportunity to become involved in the project.

Make it matter. Recognizing that many competing interests will be involved in the project, it is understandable that complete agreement from all participants will not always be possible. Hence, the decision-making process will be open and transparent so that stakeholders and the public understand how their input will be considered.

In addition, the following commitments to Consultation and Compliance Monitoring from the Detroit River International Crossing Environmental Assessment (EA) Study will be carried over as part of the Parkway project:

- The Consultation Plan will be made available for a 30-day public review.
- Consultation will continue with First Nations throughout construction.
- As in accordance with EA commitments, consultation topics will include:
 - Construction staging
 - Landscape plan elements for the Windsor-Essex Parkway
 - Noise and vibration
 - Air quality
 - Property and existing and future land use
 - The protection of community and neighbourhood characteristics
 - The natural environment, specifically wildlife and wildlife habitat, migratory birds, vegetation, molluscs and insects, fisheries, and designated natural areas
 - Emergency services
 - Archaeological resources and cultural heritage resources
 - Groundwater, drainage and stormwater management

- Mitigation measures
- Economic impacts

The above commitments will be addressed through the use of comprehensive consultation methods, tactics and approaches during Year 1 of the Parkway project. Details regarding these consultation methods can be found in Section 4.4.

4.3 CONSULTATION OBJECTIVES

The overall goal of the consultation program is to increase awareness of the project and obtain input during key parts of the design and construction process in order to inform the decision-making process and enable the opportunity to make appropriate and timely improvements to project elements as needed.

Each key period of the project will have specific consultation objectives:

- **Design Period:** Introduce the design, obtain input to refine key design elements (e.g. Landscaping and Trail Design Plan) and engage stakeholders and the public.
- **Construction Period:** Disseminate construction-related information to understand community issues, mitigate those issues and minimize disruption by maintaining positive community relations during construction.
- **Operation Period:** Maintain ongoing positive community relations, implement monitoring strategies and address operational concerns.

4.4 METHODS, TACTICS, AND APPROACHES

It is anticipated that although consultation activities will occur throughout the project, the most intensive activities will occur during the project design, early works and initial stages of construction of the Parkway, specifically in the first year of the project (Year 1).

All PIOH consultation events will be promoted in an efficient and effective manner to ensure that relevant stakeholders and members of the public are given sufficient notice.

In addition, throughout the project all feedback from the public and affected stakeholders will be collected, in accordance with the Complaints Management Protocol.

The following outlines the various strategies for effectively consulting with all identified stakeholders.

4.4.1 Public Liaison Office

At the outset of the project, the WEMG will hire a full-time, local Senior Public Liaison Officer who will be on staff for the duration of the project. The Senior Public Liaison Officer will work closely with WEMG, PIC and HMQ, acting as WEMG's primary liaison with the community. The Senior Public Liaison Officer will be responsible for defining, planning and monitoring as appropriate all

public and stakeholder consultation activities and will exhibit a high degree of professionalism and courteousness. Some of the detailed responsibilities of the Senior Public Liaison Officer include, but are not limited to:

- Defining and planning the scope and content of consultation activities in coordination with PIC and HMQ;
- Developing and maintaining the project website to facilitate public outreach and to post critical design and construction milestones in the development of the project;
- Attending stakeholder meetings, municipal council and local government presentations, and such other meetings HMQ deems necessary or desirable;
- Supporting HMQ, WEMG, and PIC staff in their roles at consultation events;
- Ensuring the completion of consultation event summaries for public dissemination, at the conclusion of a particular consultation program component;
- Review all stakeholder input and ensure it is considered, responded to and/or accommodated during the project;
- Preparing, maintaining and keeping a current list and log of all public communications and contacts as outlined in Section 4.5; and
- Managing the operations of the Public Liaison Office in accordance with the Complaints Management Protocol.

As mentioned, the Senior Public Liaison Officer will be responsible for managing the Public Liaison Office in Windsor during normal business hours to ensure members of the public have access to project and consultation event materials. The Public Liaison Office will be a neutral and accessible space for interested and concerned parties seeking more information about the project or seeking to meet with members of WEMG and/or PIC.

The purpose of the Public Liaison Office will be to have a strong local presence in the community and provide all parties with an equal opportunity to be part of the design and construction of the Parkway. The Public Liaison Office will also be a place for the public to go to review project materials at a time that is convenient for them. It is anticipated that the office will be open Monday to Friday from 9:00 am to 5:00 pm. Hours may be extended to include Saturday if there is enough interest and need demonstrated by the community. A Public Liaison Office public contact phone line will be in operation 24 hours a day, seven days a week as a point of contact outside of the regular office hours.

4.4.2 First Nations Consultation

Consultation with First Nations began in January 2005, as part of the Detroit River International Crossing Environmental Assessment (EA) Study. The First Nations groups that were consulted initially and at key study milestones included the following:

- Walpole Island First Nation
- Oneida Nation of the Thames
- Caldwell First Nation
- Munsee Delaware Nation
- Aamjiwnaang First Nation
- Chippewas of Kettle and Stony Point

- Moravian of the Thames
- Chippewas of the Thames

The Walpole Island First Nation actively participated in the EA study and HMQ in concert with WEMG and the PIC design team has continued to consult directly with Walpole Island First Nation. Consultation with this and other First Nations will continue to play an important role throughout the design and construction stages of the Windsor-Essex Parkway project. In order to maintain an open dialogue, the project team will continue to consult with the above noted First Nations, as well as:

- Association of Iroquois and Allied Indians
- Indian and Northern Affairs Canada
- Ontario Ministry of Aboriginal Affairs

Consultation with First Nations will take place through individual notification and meetings to encourage their participation throughout the design and construction of the Parkway. Specifically, all First Nations groups and related government agencies will be notified of the Windsor-Essex Parkway project via mailed DCR packages. When possible, meetings with First Nations will be in person, face-to-face meetings. All relevant information and project materials will be provided to the First Nations and government agencies listed above. Mailing notices will also sent to each group prior to each Public Information Open House (PIOH).

Consultation activities will also be tailored to meet the particular needs of specific First Nations as these needs are communicated by the First Nations themselves. Mechanisms for tailored consultations may include:

- Information packages
- In-person meetings
- Terms of Engagement documents
- Tailored work plans
- Meetings with technical experts and advisors
- Distribution of project materials and technical reports
- Follow up meetings or conference calls
- Presentations at the First Nation community meetings

At a minimum, each First Nation will be contacted at the outset of the design phase to determine their interest in participating in the Parkway project. Individual face-to-face meetings will be offered to each First Nation, including the option to travel to First Nations for meetings. Interested First Nations will be contacted by mail and asked for feedback throughout the design and construction phases of the Parkway project.

4.4.3 Public Information Open Houses

In the first year of the project (2011), it is anticipated that four Public Information Open Houses (PIOHs) will be organized for the finalization of the landscape and urban design plan as well as for the preparation of various Design Construction Reports (DCR). (For more information on Design Construction reports, please refer to Section 5.1). Overall it's anticipated that eight DCRs will be consulted on through a number of PIOHs.

Public Information Open Houses will allow stakeholders and the general public to become familiar with, gain information about, and provide feedback on the design and construction of the Parkway. This consultation process is in keeping with the commitments reported in Chapter 11 of the DRIC EA Report. The PIOHs will also assist WEMG and HMQ with defining, understanding, and addressing any outstanding issues or concerns that the public and local stakeholders may have.

Tools used during PIOHs will include display panels, virtual tours, and presentations with open question and answer periods. All project materials from PIOHs will be available for review following events at the Public Liaison Office and on the project website. It is anticipated that the PIOHs will be useful resources for individuals who might not be directly involved in the project, but have an interest in its outcomes.

Three PIOHs will be held prior to the construction start date with other PIOHs following as DCRs roll out. The content for the first three PIOH events include:

PIOH #1 (March 2011)	PIOH #2 (May 2011)	PIOH#3 (July 2011)
<ul style="list-style-type: none"> • Re-introduce to the Project • Overview of Design • Overview of Consultation Plan • Seek Input on Landscape Plans and Environmental Mitigation 	<ul style="list-style-type: none"> • Revised Landscape and Environmental Protection Plans based on community and stakeholder input • Initial Elements (Wick Drains, Howard Avenue Diversion, 401 widening incl. N. Talbot Rd. Bridge) • Construction Staging and Traffic Management • Construction Mitigation, Complaints Management Protocol 	<ul style="list-style-type: none"> • The finalized road alignments for Highway 401 and Highway 3 • Plans for excavation of the corridor • Plans for construction of the bridges, tunnels and stormwater ponds • Minor refinements to the design of two stormwater management ponds • utility relocations

Subsequent PIOHs are anticipated for completion of the DCRs over the last half of 2011 and into the first half of 2012.

4.4.4 *Context-Sensitive Solutions Workshops*

Addressing all the concerns of individuals and groups at public events can be challenging. As a result, context-sensitive solutions (CCS) workshops will be organized to ensure that stakeholders and members of the public have ample time to communicate their feedback to WEMG. CSS workshops were highly successful during the EA process; citizens worked with study team members, including landscape architects, to identify themes for buffer and landscaping and influenced the development of the Parkway design. WEMG will build on this success by continuing to foster a collaborative approach to stakeholder and public consultations.

Various neighbourhood and business meetings will be held in a workshop format to enable interaction and facilitate a discussion around local resident and business impacts and mitigations. These meetings will follow the first three PIOH sessions.

The format of CCS workshops will likely include issue-specific presentations by WEMG followed by facilitated roundtable and breakout discussion amongst members of the public, local stakeholders, and WEMG representatives. Workshops will be conducted in a manner similar to those conducted in Chapter 11 of the DRIC EA Final Report. Potential topics for CCS workshops may include:

- Landscape and Urban Design Features;
- Mitigation of Environmental Impacts; and,
- Neighbourhood and business construction impacts and mitigation measures.

4.4.5 Individual Stakeholder Meetings

WEMG is committed to ensuring that all individuals and groups have a chance to voice their interests, concerns, and feedback. As a result, Individual Stakeholder Meetings will be organized with community associations, organized neighbourhood groups, institutions, businesses and business owners, and members of the public as-needed. As previously mentioned, all identified stakeholders will be notified of project milestones and will be given the option to actively participate in this process. These stakeholder meetings, also commonly or previously known as kitchen table meetings, will occur at the Public Liaison Office, in individual residences or other appropriate locations and will always include the Senior Public Liaison Officer as well as other members of the Project Team as required.

4.4.6 Core Municipal Working Group

It is important during the final design and construction of the project to continue to engage in dialogue with local municipal staff from the City of Windsor, Town of LaSalle, Town of Tecumseh, and County of Essex. During the development of the DRCs, WEMG and PIC will meet regularly with key personnel from corporate administration, engineering, planning, and parks departments to maintain open lines of communication and to discuss technical issues and municipal permits and approvals.

4.4.7 Environmental Core Agency Consultation Group

The Environmental Assessment process illustrated that natural heritage is of utmost importance to stakeholders within the Windsor-Essex area. The objective of the Environmental Core Agency Consultation Group is to provide a forum for discussion regarding the concerns and requirements of approval authorities and other interested stakeholders. The proposed content for Environmental Core Agency Consultation Group meetings includes:

- Re-introduction to Project;
- Presentation of Design;
- Introduction to Team;
- Review of Key Issues from EA, Consultation Plan, Expectations for Involvement, and Project Schedule; and
- Construction Approach.

It is anticipated that participation in this group will be comprised primarily of key agencies (e.g. Essex Region Conservation Authority, Ministry of Natural Resources, Department of Fisheries and Oceans, and the Ministry of the Environment). However, other organizations that may be interested in environmental issues may also be invited to attend.

4.4.8 Briefings for Elected Officials

WEMG and HMQ will ensure that the Elected Officials (Municipal, Provincial, and Federal) are provided with all necessary materials to keep fully informed about the project process as it evolves. Bi-monthly briefings will be organized by WEMG to provide local municipal elected officials with an update and short briefing on the project status and progress. Briefings will also be provided proceeding consultation events where appropriate, to give elected officials the opportunity to provide comments in advance of meetings and public consultation events.

4.4.9 Project Website

Since 2008 the project website (www.weparkway.ca) has been well used by the public. To ensure consistency, WEMG will refresh and redesign the existing website and use it to host key project communication materials. It is important for the design and construction process to be differentiated from the DRIC study. In summer 2011, the website will be redesigned, transitioning it from a study-specific site to a construction-specific site, with a focus on visuals, the dissemination of proactive project information and ongoing updated traffic and construction information.

The project website will continue to be promoted as the main source for all project information including:

- Schedule of meetings and events as part of the Spotlight section
- Public Liaison Office contact information
- Construction detours and live traffic updates
- Fact sheets
- Upcoming meetings section
- An online comment form as part of the Public Feedback section
- Public Information Open House (PIOH) notices
- PIOH presentation materials and display boards
- Project status reports, fact sheets, and other project materials
- 3D virtual tour depicting the design of the parkway
- Links to social media (e.g. Twitter, YouTube, flickr)
- Media releases

All initial communications with stakeholders and the public will include the website link in order to encourage use of this pivotal outreach tool.

WEMG and HMQ will continue to utilize social media such as Twitter, YouTube, and Flickr. Social media will be used to quickly update stakeholders and the public throughout the design and construction phases of the project.

The online comment form will be used on the project website to provide users with an easy method for submitting their comments, issues, and concerns to WEMG and HMQ. A Public Liaison Officer will log all feedback received through the website and respond in a timely manner. All information submitted via the website, as well as subsequent responses will be subject to the guidelines outlined in the Complaints Management Protocol.

The Community and Stakeholder Consultation Plan for the Parkway will also be submitted to MOE and posted to the website as part of the 30-day public review process. This will allow stakeholders and members of the public to review the proposed Consultation Plan and provide feedback through an online comment form.

4.5 COMPLAINTS MANAGEMENT PROTOCOL

The Public Liaison Office will act as the “one-window” source for all public and stakeholder inquiries. Members of the public will be encouraged to direct their questions, comments, and complaints primarily through the project website (www.weparkway.ca) and the toll-free number (1-877-WE-PKWAY) but also through e-mail (wep-plo@wemg.ca), a local phone number (226-347-1519) and personal and public meetings. The office will be managed by the Senior Public Liaison Officer and will reside at 2187 Huron Church Road, Suite 340A, and will be prominently signed so visitors can easily find it.

All public inquiries will be acknowledged within 24 hours of their receipt on business days with a three to five (3-5) business day turn around for information or detailed reply to complaints. During regular business hours email and voicemail will be monitored on a continual basis.

The process for responding to inquiries and complaints is fully detailed in the Windsor-Essex Parkway Complaints Management Protocol which is available on ww.weparkway.ca and in hard copy at the Public Liaison Office.

5. SUCCESS INDICATORS AND MONITORING

5.1 COMPLIANCE MONITORING

Compliance with the EA and consultation process will be tracked throughout Year 1 of the Windsor-Essex Parkway project. The first key measure of compliance will be a 30-day public review period for this Consultation Plan, posted on the project website. The 30-day review provides the public with an opportunity to voice their comments, concerns and questions about the Consultation Plan with WEMG and HMQ before moving forward.

In keeping with Chapter 11 of the DRIC Environmental Assessment Report, compliance with identified commitments will be monitored throughout the project design and initial construction. All design phases will measure the commitments made in the EA regarding design works and environmental analysis and impact assessment, development and incorporation of mitigation measures and consultation with interested and potentially affected stakeholders. These activities will be monitored in conjunction with the design schedule for each segment to ensure that the consultation commitments are met by appropriate design solutions prior to construction commencing.

The feedback obtained through the previously outlined consultation strategies will provide the basis for the Design Construction Reports, a requirement of the *Class Environmental Assessment for Provincial Transportation Facilities* (2000). The DCRs will help document compliance as it relates to detail design. The DCRs will include, but are not restricted to, the following:

- The transportation engineering and environmental issues and how they are being incorporated
- A summary of the EA report previously conducted
- A full description of the identified potential environmental condition changes, effects and commitments to mitigation measures that will be incorporated into the construction documents
- A full description of the study’s detail design consultation program
- Identification of all project approvals, licenses and permits which have or must be obtained
- Implementation of the commitments to further work contained in the DRIC Environmental Assessment and in the DRIC EA Conditions of Approval, and in the DRIC CEAA Screening Report, including any environmental effects monitoring that is required; and,
- Construction documentation where relevant

5.2 SUCCESS INDICATORS AND MONITORING

Throughout the project, it will be necessary to periodically gauge the effectiveness of the consultation program. Key Performance Indicators (KPIs) based on the consultation objectives and principles will be used to measure the performance of the consultation process. They will be established at the outset with HMQ and monitored throughout. The following are proposed as KPIs for discussion:

- ✓ Level of community concern regarding the Project, measured by an assessment of the extent and nature of media coverage;
- ✓ Attendance of new stakeholders at public events;
- ✓ Website hits on the project website and social media sites
- ✓ Number of requests to join the project mailing list and followers on social media
- ✓ Satisfaction with information, measured by comment forms and other input
- ✓ Efficient response to construction-related complaints, measured by length of time required to address complaints received during construction and measured decrease in number of complaints following a corrective action
- ✓ Effectiveness of “person-to-person” conversations at the Public Liaison Office and by telephone
- ✓ Decreasing number and frequency of complaints received during Year One, resulting from proactive consultation and communications
- ✓ As a result of this consultation plan, there is evident community-based input in the design and construction of the Parkway

An ongoing gap analysis of stakeholders will provide consistent assurance that all relevant stakeholders are being consulted as the project evolves. The results of the review of KPIs will be discussed with WEMG and HMQ and adjustments made as appropriate to the consultation program.

6. DOCUMENTATION

The consultation process will be fully documented using the Complaints Management Protocol outlined in section 4.5. In addition detailed notes will be taken as part of:

- Public Information Open Houses (PIOH)
 - Full summaries of the consultation event within 30 days
- First Nations consultations;
- Context Sensitive Solutions Workshops;
- Individual stakeholder meetings;
- Core Municipal Working Group meetings;
- Environmental Core Agency Consultation Group meetings; and
- Interactions with the Public Liaison Office (PLO).

The documentation of the above noted meetings and workshops will become part of the record for the Windsor-Essex Parkway project. The reports for all public events, such as PIOHs, will be posted to the project website, and will be available in hard-copy at the Public Liaison Office (PLO).

Additional project documentation will include:

- The Community and Stakeholder Consultation Plan (updated annually)
- Monthly updates on consultation activities
- Communication tools such as fact sheets, newsletters, FAQ sheets, PIOH notices, flyers, etc.
- Copies of all consultation materials (on the project website and at the Public Liaison Office)
- Public Comment-Response Tracking Table (available in hard-copy at the Public Liaison Office)
- Success indicators and monitoring reports (updated annually)
- A final Public Consultation Report (summarizing all consultation activities over the length of the project)

Overall, the goal will be to fully demonstrate the principles of transparency and traceability in all consultations with stakeholders and the public.

Appendix A – List of Potential Stakeholders (including those consulted during the DRIC EA Process

Canadian Agency Advisory Group (CANAAG)

Canada Border Services Agency (CBSA)
Canada Political/ Economic Relations and Public Affairs
Canadian Coast Guard
Canadian Environmental Assessment Agency (CEAA)
Canadian Transportation Agency (CTA)
Environment Canada - Ontario Region
Environment Canada - Ecosystem Conservation
Essex County OPP
Essex Region Conservation Authority (ERCA)
Fisheries & Oceans Canada
Foreign Affairs & International Trade Canada
Health Canada
Indian and Northern Affairs Canada (INAC), Ontario Region
International Joint Commission (IJC)
Medical Officer of Health
National Energy Board
Natural Resources Canada
Ontario Ministry of Agriculture and Food
Ontario Ministry of Culture
Ontario Ministry of Economic Development & Trade

Ontario Ministry of Municipal Affairs
Ontario Ministry of Municipal Affairs & Housing
Ontario Ministry of Natural Resources
Ontario Ministry of Natural Resources
Ontario Ministry of Northern Development & Mines
Ontario Ministry of the Environment
Ontario Ministry of the Environment
Ontario Ministry of Tourism and Recreation
Ontario Realty Corporation
Ontario Tourism Marketing Partnership Corporation (OTMPC)
Royal Canadian Mounted Police
Transport Canada - Marine
Windsor Port Authority

Municipal Advisory Group (MAG)

City of Windsor
Town of LaSalle
Town of Tecumseh
Town of Lakeshore
Town of Amherstburg
Town of Essex
County of Essex

Sam Schwartz PLLC

Greater Essex County District School Board
Windsor-Essex Catholic District School Board
Conseil scolaire de district des écoles catholiques du Sud-Ouest (French Language Catholic District School Board)

Conseil scolaire de district Centre-Sud-Ouest (French Language Public District School Board)

Private Sector Advisory Group (PSAG)

American Chamber of Commerce in Canada
Association of International Automobile Manufacturers (Canada)
Association of International Automobile Manufacturers (U.S.)
Automotive Parts Manufacturer's Association (APMA)
Bison Transport Inc.
Border Gateways
BP Canada Energy Company
Brighton Beach Power
Canadian Association of Importers and Exporters Inc.
Canadian Auto Partnership Council (CAPC)
Canadian Chamber of Commerce
Canadian Manufacturers and Exporters
Canadian Shipowners Association
Canadian Trucking Alliance
Canadian Vehicle Manufacturers' Association (CVMA)
Canadian/American Border Trade Alliance
Chamber of Maritime Commerce
City of St. Catherine's
CN Rail / U.S. Government Affairs
Canadian Manufacturers & Exporters
Coco Group of Companies
Chrysler (Michigan & Canada)
Detroit Regional Chamber

Essex Terminal Railway Company / Morterm Limited
Ford of Canada
General Motors of Canada Limited
Gorski Bulk Transport Inc.
Great Lakes Pilotage Authority
Honda Canada Inc.
Hydro One Networks Inc.
Industry Canada
International Business Consultants of Canada Inc. (IBC)
Lake Carriers' Association
Lou Romano Water Reclamation Plant (City of Windsor)
Michigan Trucking Association
Motor and Equipment Manufacturers Association
Norfolk Southern Railway
Ontario Chamber of Commerce
Ontario Trucking Association
SLH Transport Inc.
Sterling Marine Fuels
Sysco Food Services
The Canadian Salt Company Limited
Tourism Industry Association of Ontario
U.S. Great Lakes Pilotage Association District 2
United States Consulate General
University of Windsor
Windsor & District Chamber of Commerce
Windsor Construction Association
Windsor-Essex County Development Commission
Southern Ontario Gateway Council
Corp. of Professional Great Lakes Pilots
Lakes Pilots Association, Inc.
Seaway Marine Transport

V.Ships Canada Inc.

First Nations

Walpole Island First Nations
Oneida Nation of the Thames
Caldwell First Nation
Munsee Delaware Nation
Aamjiwnaang First Nation
Chippewas of Kettle and Stony Point
Moravian of the Thames
Chippewas of the Thames
Association of Iroquois and Allied Indians
Six Nations of the Grand River
The Mississaugas of the New Credit River First Nation

Community Consultation Group (CCG)

Ojibway Now!
Concerned Citizens of LaSalle
SLOOF
Citizens Environment Alliance of Southwestern Ontario
Friends of Ojibway Prairie
Save Ojibway and Friends of Ojibway
Little River Enhancement Group
Protect Windsor
Ontario Nature - Federation of Ontario Naturalists
Truck Watch Steering Committee, Concerned Citizens of LaSalle and Citizens Protecting Ojibway Wilderness
Little River Enhancement Group
Windsor & District Labour Council
Little River Enhancement Group and DRCC
Outreach Committee

Windsor Transportation Club
Essex County Stewardship Network
Carolinian Canada
Huron Church Businesses
Ontario Public Interest Research Group (OPIRG) - Windsor
Essex County Field Naturalists' Club
Citizens Protecting Ojibway Wilderness
Olde Sandwich Towne Business Improvement Association
Detroit River Canadian Cleanup Outreach Committee

Other Community Groups

Sandwich Community
Spring Garden/ Bethlehem/ Armanda Street Community
Oliver Estates
Huron Church Line Residents
Kendleton Court Residents
Trillium Court Residents

Crossing Owners/ Operators/ Proponents (COOP)

Ambassador Bridge / Canadian Transit Company / Detroit International Bridge Co.
Detroit -Windsor Tunnel / Detroit & Canada Tunnel Corporation
Detroit-Windsor Truck Ferry
Hennepin Pt. Crossing Inc. (HPX)
Maritime Systems Inc.
MichCan International Bridge Company
Border Gateways

School Advisory Group (SAG)

St. James Catholic Elementary School
Maryvale Elementary Mental/Health School
Central Public School
Marlborough Public School
Vincent Massey Secondary School
Conseil scolaire de district du Centre-Sud-
Ouest
Conseil scolaire de district des ecoles
catholiques du Sud-Ouest
Academie Ste. Cecile
Windsor-Essex Catholic District School
Board
St. Clair College
John McGivney Children's Centre
Glengarda Child and Family Services
St. Cecile Academy of Music Inc.
General Brock Public School
John L. Forster Secondary School
Southwood Public School
St. Francis Catholic Elementary School
St. Gabriel Catholic Elementary School
Century Secondary School
Christ the King Catholic Elementary School
Glenwood Public School
Holy Cross Catholic Elementary School
Our Lady of Mount Carmel Catholic
Elementary School
St. John Vianney Catholic Elementary School
Bellewood Public School
Oakwood Public School
Northwood Public School
Greater Essex County District School Board
Maranatha Christian Academy
Regional Children's Centre School
Ecole Mgr Jean-Noel

Ecole E.J. Lajeunesse
University of Windsor
Sandwich West Public School
Holy Names Catholic High School
Assumption College Catholic High School
Notre Dame Catholic Elementary School

Appendix B: Consultation Commitments from the DRIC Environmental Assessment Report

Consultation Commitment	EA Page	Addressed in Consultation Plan
<p>Consultation MTO is committed to the development of consultation plans that will assist future design phases of the project. These plans will be made available for public review at the outset of the future design phase.</p>	<p>11-1</p>	<p>The consultation plan has been developed, and will be made available for public review on the project website (discussed in Section 5.1)</p>
<p>Socio-Economic Environment Noise - Consultation with communities will continue during the design and construction phases to provide additional opportunities for input on noise mitigation measures during both the construction and operation stages.</p>	<p>10-7 & 29 & 32</p>	<p>Consultation regarding noise will happen as part of the Public Information Open Houses (PIOHs), the Public Liaison Officer/Office, Context-Sensitive Solution Workshops, Individual Stakeholder Meetings, and the project website (Section 4.4)</p>
<p>Noise - Develop a process for receiving, investigating and addressing construction noise complaints received from the public.</p>	<p>10-31</p>	<p>Noise complaints will be tracked as part of the Complaints Management Protocol (Section 4.5)</p>
<p>Community - It is recognized that the project will impact the adjacent neighbourhood communities to varying degrees. Through continued consultation with those impacted; residents can contribute to the management of the changes that will affect them and their quality of life.</p>	<p>10-9</p>	<p>Consultation with the community and adjacent neighbourhoods will happen as part of the Public Information Open Houses (PIOHs), the Public Liaison Officer/Office, Context-Sensitive Solution Workshops, Individual Stakeholder Meetings, and the project website (Section 4.4)</p>
<p>Community - A communication process will be implemented during construction to manage disruption effects experienced by residents, and regular communications will be maintained with emergency services and the municipalities with regard to changes to the road network, municipal services, etc.</p>	<p>10-29 & 32 & 33</p>	<p>Communication regarding construction disruption effects will occur through the Public Liaison Officer/Office and the project website (Section 4.4.1 and 4.4.10)</p>
<p>Community - Develop and maintain regular communications with emergency services and the municipalities with regard to changes to the road network, municipal services, etc.</p>	<p>10-30, 32 & 33</p>	<p>Communication regarding road network changes, municipal services etc. will occur through the Public Liaison Officer/Office, the Core</p>

Consultation Commitment	EA Page	Addressed in Consultation Plan
		Municipal Working Group, briefings for Elected Officials, and the project website (Section 4.4.1, 4.4.6, 4.4.8 and 4.4.10)
Property - Opportunities to minimize potential property impacts associated with the Recommended Plan will be reviewed during future design stages in consultation with municipalities and property owners.	10-29	Consultation regarding property impacts will happen as part of the Public Information Open Houses (PIOHs), the Public Liaison Officer/Office, Context-Sensitive Solution Workshops, Individual Stakeholder Meetings, the Core Municipal Working Group, and the project website (Section 4.4)
Land Use - Further consultation between Hydro One and Transport Canada / Public Works Canada will be completed during future design phases.	10-11 & 33	Consultation for this commitment will occur as part of consultation with primary audiences, which include Hydro One and Transport Canada (Section 3), though the consultation tactics and methods identified in Section 4.4
Land Use - The following municipalities will be consulted; City of Windsor, Town of Tecumseh, Town of LaSalle and Essex County through the development of an integrated Urban Design and Landscape Plan during later design stages.	10-33	Consultation regarding land use will occur as part of the Core Municipal Working Group (Section 4.4.6)
Archaeology - The study team will continue to consult with Walpole Island First Nations (WIFN) throughout future phases of the project. Results of Stage 2 archaeological investigations will be presented at regular update meetings. WIFN will be afforded every opportunity to review and comment on this work, its associated reporting and to provide advice and comment on subsequent Stage 3 assessment work and any associated reporting. It is also understood that WIFN may wish to have monitors present during future Stage 3 or 4 fieldwork.	10-14, 15, 30 & 33	Consultation with the Walpole Island First Nations (WIFN) will occur as part of First Nations Consultation (Section 4.4.2)
Built Heritage - Where relocation of Built Heritage Resources is recommended, the City of Windsor Heritage Committee should be consulted.	10-15 & 33	Consultation regarding built heritage will occur as part of the Public Information Open Houses (PIOHs), the Public Liaison Officer/Office,

Consultation Commitment	EA Page	Addressed in Consultation Plan
		Context-Sensitive Solution Workshops, and Individual Stakeholder Meetings (Section 4.4)
<p>Natural Environment Vegetation - Opportunities to forge partnerships with parties to relocate plant material to lands in public ownership, to otherwise restore and enhance these lands with native plants and species at risk and to transfer lands within the Recommended Plan to parties that can best protect sensitive areas will be sought. MTO will consider entering into agreements for the long-term management of surplus lands.</p>	10-18 & 34	Consultation regarding such partnerships will occur as part Environmental Core Agency Consultation Group (Section 4.4.7)
<p>Vegetation - Effective techniques for mitigating impacts for individual species at risk and significant plant communities will be further investigated in discussion with agencies, First Nations and other interested parties toward the achievement of overall net benefits and permitting under the <i>Ontario Endangered Species Act, 2007</i> and the federal <i>Species at Risk Act</i>.</p>	10-22 & 29	Consultation regarding such mitigation impacts will occur as part of consultations with primary audiences, Public Information Open Houses (PIOHs), the Public Liaison Officer/Office, Context-Sensitive Solution Workshops, Individual Stakeholder Meetings, the Core Municipal Working Group, Environmental Core Agency Consultation Group, and First Nations Consultation (Section 4.4)
<p>Vegetation - Consideration of vegetation mitigation strategies would be done in consultation with appropriate regulatory agencies (e.g. CWS, MNR) and with other authorities who may have a role in environmental stewardship, including municipalities, ERCA and WIFN.</p>	10-34	Consultation regarding such mitigation impacts will occur as part of consultations with primary audiences, Context-Sensitive Solution Workshops, Individual Stakeholder Meetings, the Core Municipal Working Group, Environmental Core Agency Consultation Group, and First Nations Consultation (Section 4.4)
<p>Fish Habitat - Considerations of options for maintaining fish passage in Cahill and Lennon Drains will be done in consultation with appropriate regulatory/environmental agencies (e.g., DFO, ERCA, MNR and municipalities). Walpole Island First Nations have also expressed an interest in the development of solutions to address possible fisheries impacts.</p>	10-19	Consultation regarding fish habitat will occur as part of consultations with primary audiences, Context-Sensitive Solution Workshops, the Core Municipal Working Group, Environmental Core Agency Consultation Group, and First Nations

Consultation Commitment	EA Page	Addressed in Consultation Plan
		Consultation (Section 4.4)
Fish Habitat – Measures to mitigate fish habitat and fish passage at the submerged culvert locations will be developed in the subsequent design phase in consultation with Fisheries and Oceans Canada. A Letter of Intent and Application will be prepared during subsequent design stages to secure the required federal <i>Fisheries Act</i> authorizations for this project.	10-29	Consultation regarding fish habitat will occur as part of Environmental Core Agency Consultation Group (Section 4.4.7)
Fish Habitat - Consideration for project funding regarding fish passage options should be done in consultation with appropriate regulatory / environmental agencies (e.g., DFO, ERCA, MNR, municipalities). Walpole Island First Nations have also expressed an interest in the development of solutions to address possible fisheries impacts.	10-36	Consultation regarding such funding will occur as part of the Core Municipal Working Group, Environmental Core Agency Consultation Group, and First Nations Consultation (Section 4.4)
Wildlife - Further discussion will be undertaken with Canadian and U.S. wildlife authorities to determine the need and level of migratory bird assessment required.	10-22	Consultation regarding wildlife will occur as part of the part of consultations with primary audiences, Core Municipal Working Group, and Environmental Core Agency Consultation Group (Section 4.4.6 and 4.4.7)
Wildlife - Ongoing consultation with regulatory agencies such as ERCA, MNR, CWS as well as ongoing consultation with First Nations will occur during future design stages related to mitigation strategies and SARA and ESA permits and approvals.	10-36	Consultation wildlife will occur as part of the Core Municipal Working Group, Environmental Core Agency Consultation Group, and First Nations Consultation (Section 4.4)
Wildlife - Options for permanent protection of critical Butler’s garter snake habitat will be developed in later consultation phases.	10-38	This consultation will occur as part of Context-Sensitive Solution Workshops, Core Municipal Working Group, Environmental Core Agency Consultation Group, and First Nations Consultation (Section 4.4)
Designated Natural Areas - Further discussions with conservation organizations including local municipalities, ERCA, MNR, as well as further consultation with First Nations will occur during future design stages. Once the geographical extent	10-23 & 29	Consultation regarding designated natural areas will occur as part of Core Municipal Working Group, Environmental Core Agency

Consultation Commitment	EA Page	Addressed in Consultation Plan
and functions of PSWs are identified, measures will be investigated to mitigate potential impacts on these designated natural areas.		Consultation Group, and First Nations Consultation (Section 4.4)
Designated Natural Areas - Consideration to reduce impacts on naturally designated areas would be done in consultation with appropriate regulatory agencies (e.g. DFO, MNR) and with other authorities who may have a role in environmental stewardship, including municipalities, ERCA and WIFN.	10-39	Consultation regarding designated natural areas will occur as part of Core Municipal Working Group, Environmental Core Agency Consultation Group, and First Nations Consultation (Section 4.4)
Landscape Plan – The overall Landscape Plan for the Recommended Plan will be developed through ongoing consultation with the adjacent communities.	10-30	Consultation regarding the overall landscape will occur as part of the Public Information Open Houses (PIOHs), the Public Liaison Officer/Office, Context-Sensitive Solution Workshops, and Individual Stakeholder Meetings (Section 4.4)
Landscape Plan - Future design phases should include CSS-based consultation process to establish appropriate site-specific landscape treatments.	10-24	Consultation will occur through Context-Sensitive Solution Workshops (Section 4.4.4)
Landscape Plan - The Urban Design Plan should be developed as part of a consultation process with local stakeholders. The planning process will also seek opportunities to establish partnerships with First Nations, federal, provincial and local stakeholders to provide for the duration and funding of public art associated with potential gateway features.	10-24 & 39	Consultation will occur through all the tactics and methods identified in Section 4.4
Drainage - The need for measurement of baseline conditions in watercourses will be investigated during future design stages in consultation with the appropriate regulatory agencies.	10-26	Consultation regarding watercourses will occur through Core Municipal Working Group, Environmental Core Agency Consultation Group, and First Nations Consultation (Section 4.4)