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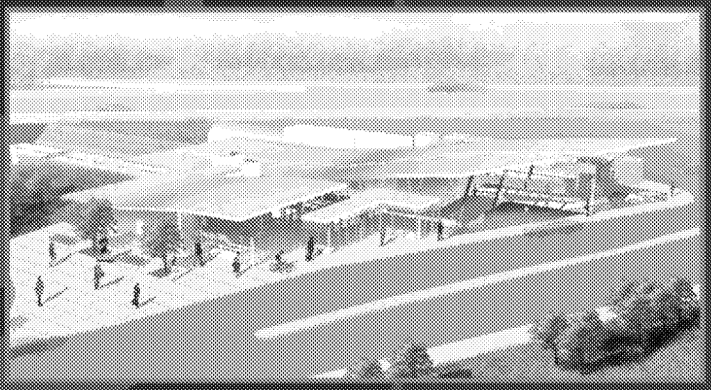

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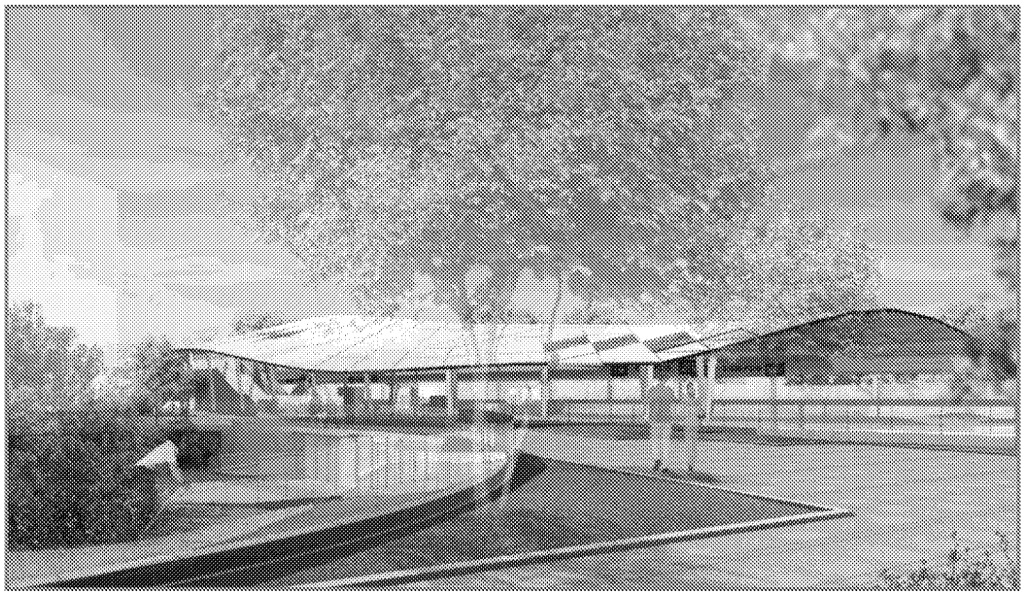
Project Charter

26 October, 2011

Ottawa Light Rail Transit Project

Phase 1, Increment 1 | Tunney's Pasture to Blair Station

www.ottawalightrail.ca



Our Mission

Transformation through transportation.

Our Vision

To leverage the power of transportation and community to create a modern, integrated capital city that is environmentally, socially, economically and culturally sustainable and a desirable place for living, working and visiting.

Light rail will shape how we grow our City.

Ottawa

An Official Publication of The City of Ottawa.

Table of Contents

Section 1: Introduction

1.1 Purpose of the Charter

The purpose of this Project Charter is to establish a high level framework of management and governance between the Ottawa Light Rail Transit (OLRT) Project and the City of Ottawa for the planning and implementation of the OLRT Project. This document provides a description of the project objectives and benefits, project scope and deliverables, guiding principles, management approach and respective governance needed for the effective delivery and management of this project including the expenditure of public funds. Major changes to the project scope, budget and schedule as defined in the charter will be approved as per the Governance Model and the Responsibility Matrix contained herein.

1.2 Document Change Control

The charter will be amended in accordance with City of Ottawa policies whenever changes to the project scope, schedule, and funding move the project outside of the original intent of the charter.

The following format will be used to control the development and amendment to the Project Charter. It will be used together with the change management process. Changes to the charter will be documented by adding appendices to the original Project Charter.

Revision Number	Date of Issue	Author(s)	Brief Description of Change
Initial Release	August 10, 2011	John Beard	For Approval
1.0	October 26, 2011	Trina Gorr	Update content and milestones

1.3 Executive Summary

In November 2008, Ottawa City Council adopted a Transportation Master Plan (TMP) that identified the transportation facilities, services and policies that the City of Ottawa will implement to serve a projected population of 1.14 million people by 2031. A successful rapid transit network is critical to ensure the achievement of the City's identified transit objectives.

The Ottawa Light Rail Transit (OLRT) Project is the centrepiece of a new investment strategy for public transit in Ottawa. The Light Rail Transit (LRT) portion of Phase 1, Increment 1 of the required transit infrastructure projects requires a downtown tunnel and conversion of the existing transitway from Blair Station to Tunney's Pasture to electrified LRT. The project will result in substantial benefits, including increased transit ridership, reduced air pollutants and greenhouse gas emissions, improved mobility and accessibility, substantial job creation and economic development.

The OLRT Project will be comprised of several current and future projects, including the light rail design and implementation, business development, property procurement and a variety of other project elements arising during the course of the OLRT Project, including engagement with the Ontario Ministry of Transportation (MTO) expansion of Highway 417.

The goal of the OLRT Project is:

"To establish a faster more efficient, high quality rail-based rapid transit service which will accommodate existing and future travel demand into and through the downtown, and to successfully accomplish this in a manner which is consistent with the TMP Vision Statement."

The project has three key objectives:

- Foster transit oriented development
- Maximize mobility during development
- Deliver the project on time and on budget

Fundamental to the project are the following key deliverables to be completed by 2018:

- 13 LRT stations with 12.5 km of rail line, including 2.4 km of tunnels
- Electrically powered trains on 3 minute 15 second headway serving an anticipated opening day ridership of 12000 persons per hour

The Downtown Ottawa Transit Tunnel (DOTT) Planning and Environmental Assessment - Recommended Plan was approved by City Council on 13 January 2010 with an estimated budget of $2.1 billion based on a functional design level estimate. This number will be refined and confirmed through the preliminary engineering process.

A competitive bid process was conducted securing a Preliminary Engineering firm to conduct the preliminary engineering, architectural and urban designs, including an

option to provide Project Management Services for the construction elements of the project.

The capital budget for 2011 provides funding of $6.73 million for the RIO office and $148 million for the completion of preliminary engineering, initiation of procurement documents and procurement of property. The next budget request will begin in late 2011 to secure funding approval to proceed with the design build phase.

1.4 Endorsement and Sign off

This Project Charter formally authorizes the OLRT Project and provides the authority to apply the organizational resources to the project activities described herein. If there is a change in the project scope, the Project Charter will be updated and submitted for re-approval.

Deputy City Manager, ISCS	Date
Director, OLRT Project	Date

Section 2: Background

2.1 Transportation Master Plan

Ottawa's Light Rail Project stems from the revised Transportation Master Plan (TMP), for the City of Ottawa that was adopted by Council in November 2008. An element of the TMP Phase 1, Increment 1, the Ottawa Light Rail Transit (OLRT) Project, has now been initiated. The project will result in substantial benefits, including increased transit ridership, reduced air pollutants and greenhouse gas emissions, improved mobility and accessibility, substantial job creation and economic development. Phase 1, Increment 1, of the Ottawa Light Rail Transit portion of the plan will be subject to this Project Charter.

The TMP includes an LRT system from Tunney's Pasture to Blair within the first phase of the implementation plan. Ottawa City Council approved the Downtown Ottawa Transit Tunnel Planning (DOTT) and Environmental Study (Interim report) – Corridor Alignment and Station Alternatives report on 27 May 2009. The Ottawa Light Rail Transit (OLRT): Tunney's Pasture to Blair Station via a downtown tunnel, will see the conversion of part of the current rapid transit system (The Transitway) serving the City of Ottawa from Bus Rapid Transit (BRT) to electric Light Rail Transit (LRT) technology.

On 13 January 2010, following approval of the functional design for the recommended plan, the City of Ottawa initiated the Ontario Ministry of the Environment (MOE) Expedited Environmental Assessment under new regulations of the Environmental Assessment Act for the OLRT Project. The January 2010 report directs staff to engage in the preliminary design phase which initiated updates to the design.

On 14 July 2011, Ottawa City Council approved the implementation plan for the Ottawa Light Rail Transit Project as described in the OLRT Implementation Report. In addition Council approved:

- The public-private Design-Build-Finance-Maintain (DBFM) procurement model for the selection of a private sector partner
- The authority for qualifying and selecting the preferred proponent in accordance with the Request for Qualifications / Request for Proposal process
- The appointment of Infrastructure Ontario (IO) to lead the OLRT procurement process and
- The Business Case update for the OLRT project

2.2 Ottawa LRT Recommended Plan

The recommended plan for the design, construction and operation of the Ottawa Light Rail Transit Project, and the design refinements were established during the functional design work.

The project includes 12.5 km of new electric light rail transit running from Tunney's Pasture to Blair via a downtown transit tunnel. The approved functional design identifies thirteen stations, three of which are in the downtown tunnel, while the remainder are situated along the at-grade corridor which generally follows the existing Transitway. To support the operations of the transit line, a Maintenance and Storage Facility will also be required to house the new light rail vehicles (LRVs) which will run on the line and maintain the LRVs running on the line. The alignment at various stations that impact federal lands was approved by the NCC on 6 April 2011.

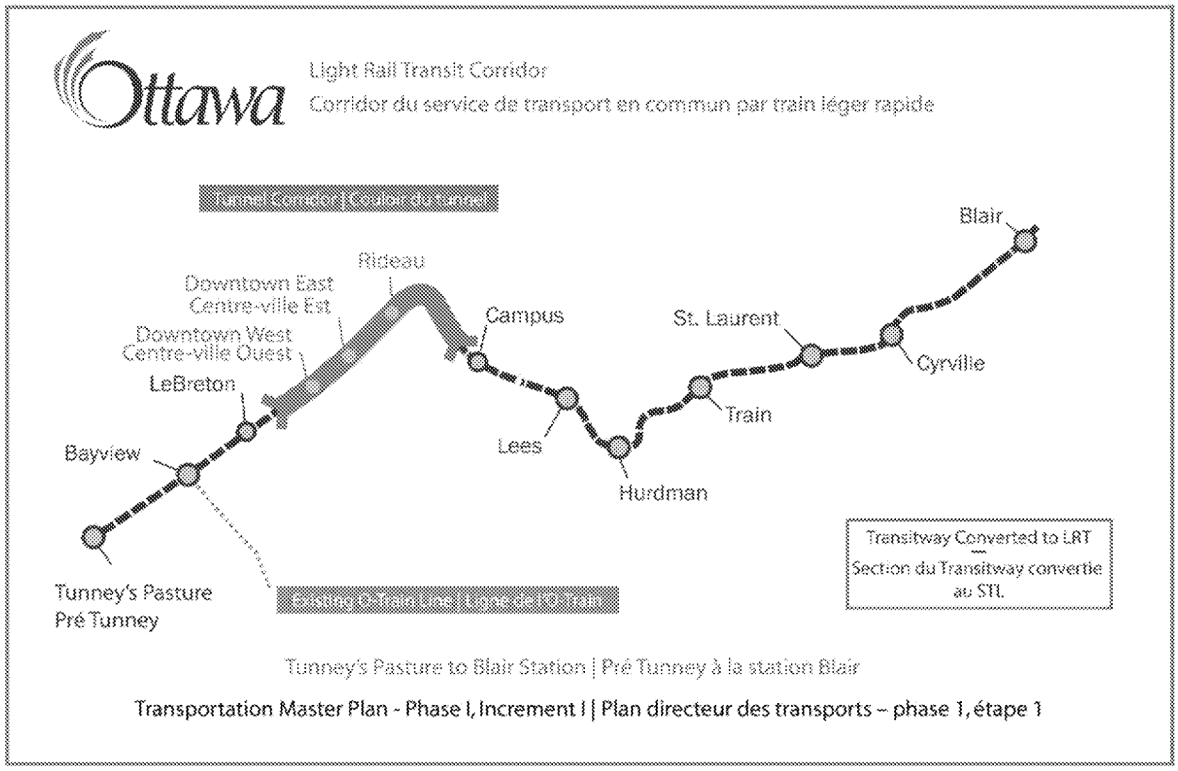


Figure 1: Overview of the Approved Light Rail Transit Corridor

Section 3: Project Goals, Objectives and Key Deliverables

3.1. Project Vision

> *To leverage the power of transportation and community to create a modern, integrated capital city that is environmentally, socially, economically and culturally sustainable and a desirable place for living, working and visiting.*
>
> ***Light rail will shape how we grow our City.***

This project creates an opportunity to produce a one of a kind, truly city-building, transformative project that will enhance Ottawa's sustainability for decades. This project will make Ottawa:

- Modern and integrated
- Internationally prominent
- More attractive
- A true G8 Capital
- A 21st Century City

3.2. Project Objectives

3.2.1. Key Objectives

The OLRT project has the following three key objectives:

1) Foster Transit Oriented Development: to maximize opportunities to capture both light rail and other transit oriented development by:

   - Coordinating with PGM on Community Design Plans around stations
   - Ensuring areas around stations are appropriately designed to be a catalyst for development opportunities
   - Following Council approved TOD guidelines

2) Maximize Mobility: to maximize mobility opportunities during construction through:

   - MTO Highway 417 lane widening
   - Innovative TDM/ridership retention strategy
   - Traffic management with OC Transpo and Traffic Operations
   - Coordination with Emergency Services to ensure service levels

3) On Time, On Budget: to deliver the project within the City Council approved budget and timelines through:

- **Design to Budget**: Preliminary Engineering (PE) team has been instructed to design a functional OLRT to meet the $2.115 billion cost estimate (construction dollars)
- **Value Engineering**: PE team will look at innovative opportunities to reduce project cost while retaining Council approved functionality
- **Schedule acceleration options**: schedule reduction by compacting pre RFP release schedule, compressing RFP to contract award time, and refining construction schedule

3.2.2. Sustainability

Sustainability refers to the wise use of resources within a framework in which environmental, economic, cultural and social factors are integrated. This means using all the community's resources efficiently, fairly and responsibly so that the needs of people on whom development has an impact – now and in the future - stand the best chance of being met.

The project shall incorporate the City's four pillars of sustainability through:

- **Economic Sustainability:**
  - Intensification and Transit-Oriented Development
  - Operating savings at OC Transpo
  - Commercial uplift for business around stations
  - Tourism and Economic Development
  - Stations as an opportunity and link with economic development
  - Facilitating local companies access to work that the project will generate

- **Environmental Sustainability:**
  - Fuel Savings
  - Greenhouse gas reduction
  - Reduction in Transitway salt

- **Social Sustainability:**
  - Downtown Urban Design Strategy
  - Reclaim downtown streets to make the core more pedestrian & cycle friendly
  - Enhance downtown green space opportunities
  - Cultivate a sense of community
  - Support active mobility choices with improved health outcomes

- **Cultural Sustainability**
  - Full integration of stations into local communities
  - Public Art Program
  - Stations as catalysts for local cultural development

3.2.3. Planning Objectives

To be successful the project plan must be:

- Technically sound
- Financially affordable
- Politically supportable
- Respect established budgets
- Minimize lifecycle cost
- Partner for success by leveraging strengths of stakeholders and
- Have minimal impact on the community during construction

The project planning objectives of the OLRT Project are as follows:

- Increase transit ridership and mobility
- Enhance Ottawa's urban character and national stature
- Stimulate smart growth
- Create successful rapid transit stations
- Provide safe and efficient linear infrastructure
- Provide a safe and efficient tunnel and compatible portals
- Enhance cycling and pedestrian connectivity to and through stations
- Be compatible with adjacent communities
- Maintain or improve natural and physical environments
- Showcase sustainable design best practices
- Manage construction disruption and risk and
- Result in a wise public investment

3.3. Project Outcome and Benefits

The Transit Business Plan, Project Business Case and Functional Design provide an understanding of the wide range of outcomes and benefits the OLRT Project will create. These are summarized as follows:

3.3.1. Environmental Benefits

- A reduction of 94,000 tonnes of greenhouse gas (GHG) emissions and 4600 tonnes of criteria air contaminants (such as volatile organic compounds, nitrous oxides, sulphur oxides and particulate matter) by 2031, valued at $36 billion
- Reduced fuel consumption by 10 million litres annually
- Reduction of over 5600 tonnes of road salt per year in winter maintenance of the Transitway

3.3.2. Economic Benefits

- Operating savings at OC Transpo beginning in 2018
- LRT construction will inject $3.3 billion into the Ottawa economy and create 20,000 person-years of employment
- By 2021 the OLRT system will produce a net savings of $16 million a year versus attempting to provide the equivalent bus service through downtown
- Implementation of the LRT in the downtown will allow the avoidance of more than $51 million in annual bus costs to achieve the same level of mobility through the core by 2021

- Transportation user benefit estimate of $3 billion in present value over the 30 year analysis period including:
  - $1.1 billion in vehicle operating savings
  - $1.5 billion in time savings
  - $4 billion in accident avoidance savings
- transit-oriented development along the LRT route will help the City achieve its targets for increased intensification and protection against urban expansion pressure

3.3.3. Public Transit

- The OLRT project will provide a substantial increase in carrying capacity through the core and is expected to contribute to the following significant ridership increases:
  - More than 40% of all transit trips taken in the City will use the OLRT project for all or part of their journey
  - Annual ridership through the four downtown stations is expected to double to 50 million by 2031
  - Cumulative 156 million new trips between opening in 2018 and 2031
- A typical ride will save up to 15 minutes daily commute time. The tunnel is the primary factor for improved travel times through downtown; OLRT will avoid the 14 traffic signals, and reduce conflicts with surface traffic, service vehicles and pedestrian crossings
- OLRT will remove more than 50% of buses currently in the downtown core, including more than 2000 daily bus trips along the Wellington/Rideau St. corridor
- The OLRT rider experience will be enhanced by more efficient boarding, improved levels of comfort and service and reduced wait times as *'every train is my train'*
- The grade-separated downtown tunnel will result in reduced roadway congestion, allowing for improvement of the pedestrian and cycling environment
- Urban Design Guidelines
- Public Art Project
- Transportation analysis calculates that the OLRT project will result in 13,750 fewer vehicles on the road, leading to a saving of 9,600 person hours in the am peak

3.4. Key Deliverables

3.4.1. Construction Deliverables

- 12.5 km of runningway and tunnel
- 13 LRT stations
- Surface strategy and configuration, post construction
- Vehicle purchase and maintenance spares
- Public Art integration
- Maintenance and Storage Facility

3.4.2. Rail Implementation Office Deliverables

RIO will be responsible for key project deliverables and approvals including:

- Project to be delivered within all approved budget allocations
- Federal and Provincial Contribution Agreements
- All required approvals for project implementation
- Legislative and Media relations support related to project activities
- Mobility Plan
- Fair and transparent procurement processes
- Property agreements
- Land use development approval
- All executed MOU legal agreements
- Financial statements utilizing the City of Ottawa SAP issued annually
- Quarterly Progress Reports
- Annual Financial Reports
- Monthly Progress Reports
- Rail Regulation/Safety Management System
- Communication Plan
- Stakeholder Engagement plan
- Sustainability Plan
- Pedestrian Movement Plans
- Life Safety Plans

Section 4: Scope of Work Overview

4.1 Consultation

Consultative activities have been undertaken, are already underway or are being planned in support of the OLRT Project associated with the following:

- Industry Outreach
- Federal and Provincial Environmental Assessment
- Transportation Master Plan
- Functional Design
- First Nations Outreach and Consultation
- Procurement Strategy
- Business Development Strategy
- Public Art Project

As part of these consultative activities, a number of stakeholder groups have been engaged, including:

- Provincial Stakeholders
- Federal Stakeholders
- Private Organizations
- Public Organizations -BIAs, Community Associations
- Non-Governmental Organizations (NGOs)
- Internal City Stakeholders – City departments, advisory committees, and Council

4.2 Preliminary Engineering

Prior to the start of construction, more detailed planning and design will need to be completed to advance the project design level. This process includes:

- A preliminary geotechnical investigation downtown to confirm the tunnel depth and alignment (vertical and horizontal), and construction methods to be employed
- Preliminary engineering design, including design reviews, output specifications and drawings to support the Design Build Request For Proposal phase
- Peer Review and Value Engineering studies will be undertaken as the design work progresses
- Obtaining of permits and approvals as required from federal, provincial and other agencies
- Refinement of station design
- Advanced Public Art Project

4.3 Land Procurement

Property Acquisition, including temporary and permanent project needs for:

- Station and support facilities
- Runningway
- Maintenance and Storage Facility
- Below-grade easements for tunnel
- Station integration with adjacent properties
- Ancillary requirements (power, construction, material storage)

4.4 Construction

Construction will include the following major tasks:

- Conversion of existing Transitway segments and stations
- Construction of new at-grade OLRT segments and stations
- Construction of new underground OLRT segments and stations
- Construction of a new Maintenance and Storage Facility
- Specifying and procuring the required vehicles
- Testing and commissioning of the new OLRT system

4.5 Commissioning and Operations

It is currently contemplated that the testing and commissioning period will commence approximately 6 months prior to the completion of construction with duration of 1 year and will directly involve participation from operations and maintenance personnel.

4.6 Not Included in OLRT Scope of Work

The following work is being performed by Planning and Growth Management (PGM). PGM staff are linked in to ensure coherence of decisions both for OLRT as well as the following:

- Interprovincial Transit Strategy
- Western LRT Environmental Assessment
- O-Train Service Improvements

4.7 Key Milestones

Category	Milestone Description	Forecasted Dates
Funding & Approvals	Provincial Funding announcement	Dec 2009
	Federal Funding announcement	Jun 2010
	Capital Budget request	Aug 2010
	Federal and Provincial Funding letters	Aug 2010
	New Council Intake Briefing	Nov 2010
	Supporting Design Studies	Dec 2010
	Funding CA Received - Provincial	Sep 2011
	Confirmation of City Funding	Oct 2011
	Funding CA Received - Federal	Nov 2011
	Federal Approval CEAA	Apr 2012
Planning & Property	Functional design /Recommended Plan	Dec 2009
	MOE EA Approval	Aug 2010
	Start Property Acquisition	Sep 2010
	Business Development Strategy Completed	Ongoing
	Railway Regulations	Oct 2011
	Draft FLUA NCC Approval	Dec 2011
	All property acquired	Dec 2012
	Signed FLUA	Feb 2013
Procurement	Fairness Commissioner	2009
	Financial Services	2009
	Legal Services	2010
	Tunnel Geotechnical Award	Mar 2010
	Preliminary Engineering Award	Sept 2010
	Procurement Option Approval	May 2011
	Implementation RFQ issued	June 2011
	Infrastructure Ontario involvement	July 2011
	Implementation RFP issued	Oct 2011
	Implementation contract award	Dec 2012
Preliminary Engineering	Tunnel Geotechnical Complete	Aug 2011
	Interim Scope Review Submission	Jul 2011
	Phase 1 Complete (30% Design)	Dec 2011
Construction Commissioning Operational	Construction start	Jan 2013
	Maintenance & Storage Facility Complete	2016
	Vehicle Delivery (training)	2016
	Commissioning vehicles delivered	3Q 2017
	Construction Complete	4Q 2017
	In Revenue Service/System Operational	2Q 2018

Table 1: Key Project Milestones

4.8 Cost and Funding

Funding for the project is being provided from the following sources:

- The capital costs of the project are proposed to be funded by the City of Ottawa, the Province of Ontario, and the Government of Canada.
  - The Province of Ontario announced a funding contribution of up to $600 million toward this project on 18 December 2009
    (Contribution Agreement subsequently received 1 September 2011)
  - On 8 June 2010 the Federal Government announced funding contribution of up to $600 million
    (Approval-in-Principle letter subsequently received 26 August 2010)
  - All additional required funding will be provided by the City of Ottawa (currently estimated at $900 million)

4.9 Baseline Project Cost Estimate

Detailed costing of the project has been carried out based on the recommended plan. Costing information includes an estimate for property acquisition, design, project management, construction, vehicles, and contingency. A breakdown of the cost estimate in construction dollars is provided in Table 2. The capital cost estimate for this project is $2.115 billion, in construction dollars.

OLRT - Cost Estimate Construction Dollars		
City Costs		
1	Property, Procurement & Planning	$184 M
2	Program Management (Project Office, Preliminary Engineering & Project Management)	$148 M
3	Retained Risk Contingency	$65 M
CITY Subtotal		**$397 M**
Constructor Costs		
4	Construction	
a)	Tunnel	$493 M
b)	Stations	$284M
c)	Maintenance and Storage Facility	$116M
d)	Track Work	$128 M
e)	LRT Systems (power, signals, ventilation, etc) and Vehicles	$523M
f)	Civil Works (structures, detours, utility relocations, etc)	$174M
Constructor Subtotal		**$1718M**
Total		**$2.115 B**

Table 2: Project Cost Elements

This project cost estimate is subject to refinement as the project progresses through preliminary engineering and will be updated in the Project Management Plan.

Although the budget has been estimated to cost $2.115 billion, funds are only released for commitment and expenditure on a staged basis based on key project milestones. It is the responsibility of RIO to prepare the appropriate request for capital release including cash flows with a 3 year look ahead to have approval for the expenditures on funds during a current fiscal year. Enhancements are not in the scope of work and must be funded by others.

Category	Approved Funding 2010	Approved Funding 2011/12
RIO Operating	$7M	$6.73M
Preliminary Engineering, Property, Procurement Management	$74M	$148M
Total	$81M	$154.8M

Table 3: Approved Budgets 2010 – 2012

4.10 Cost Control and Financial Management

Cost control and financial management will be the responsibility of RIO with support from the Preliminary Engineering Project Management team. All costs associated with the project will be captured at team level and will be rolled up and consolidated with total project costs in the Ottawa SAP system. All formal project financial statements will be generated and reported from the SAP system on a monthly basis.

Financial authorities for the project have been defined as per the Governance section.

4.11 Dependencies

There are several projects that if completed prior to the advancement of the OLRT Project, would facilitate mobility in Ottawa during construction. They will not be funded by this project.

These include:

- Highway 417 widening (Nicolas to OR 174) to support transit services
- Coordination with Infrastructure Services of planned works
- Integration with City wide operations
- Transit operations
- Cycling and pedestrian facilities to improve continuity

The following transit infrastructure projects, identified in the Transportation Master Plan (TMP), will be dependent on the completion of this project:

- Phase 1 - Increment 1 - BRT
- Phase 1 – Increment 2 – LRT
- Phase 1 – Increment 3 – LRT
- Phase 1 – Increment 3 – BRT
- Phase 2 – LRT

4.12 Risk: Identification and Management

4.12.1 Top Strategic Risks

The following are the top currently identified strategic risks developed by RIO. A risk management process has been implemented by RIO and will be maintained for the duration of the project.

	Risk	Risk Score	Responses
1.	A delay in obtaining necessary project approvals (e.g. EAs, NCC, etc.) may impact schedule, cost and design	16	• Establish working groups • Establish a regulatory model • Develop approval strategy • Obtain delegated authority • Ensure transparency • Facilitate engagement of key stakeholders by senior officials
2.	A delay in acquiring property, or, in obtaining necessary consents to enter private properties may impact schedule, cost and design	16	• Identify all property requirements early • Staff Rail Property Branch • Conduct owner outreach • Develop and implement a Business Development Strategy
3.	Deviations from the approved project scope may impact schedule and design, and increase project cost to level that threatens its affordability	12	• Conduct Preliminary Engineering • Conduct Value Engineering • Develop and implement a Cost Management Plan • Develop and implement a Scope Management Plan • Develop and implement a Business Development Strategy
4.	Affected stakeholders may react to the procurement model selected	12	• Review and analyze procurement models • Develop and implement a Labour Relations strategy • Develop a Communications Plan • Conduct early and ongoing consultation
5.	Affected City projects may not have the capacity to respond to the OLRT's requirements in a timely manner. This may impact the project schedule.	12	• Establish working groups • Provide additional resources to impacted City branches • Hire additional in-house resources

Table 4: Top Strategic Risks

4.13 Issues Resolution

An issues resolution process will be developed in conjunction with the roles and responsibilities matrix. An issues log will be maintained by RIO and will be reviewed quarterly or more frequently if required by the Governing bodies.

4.14 Change Management

A change management process will be used on the project to capture significant changes during the design process and all changes during the construction period. The methodology will be established by RIO in consultation with the Preliminary Engineering Firm and Infrastructure Ontario.

Section 5: Project Delivery Methodology

5.1. Implementation Methodology

The project development and implementation has been initiated through a competitive procurement process to secure a Preliminary Engineering firm to complete the initial designs and provide Project Management Services. The firms considered were screened through a prequalification process to ensure capacity and capability. The RIO organization will mirror the Preliminary Engineering organization to provide oversight and guidance during the design stage. The RIO Engineering leads will align with the Preliminary Engineering leads for Civil, Facilities, Vehicles, Systems and Electrical areas of work. A similar alignment will be established for the project management teams responsible for Schedule, Cost, Data and Quality Assurance (QA).

It is currently contemplated that the successful proponent from the Preliminary Engineering procurement process will be retained through the duration of the construction in a project management role.

5.1.1. Preliminary Engineering Strategy

The Preliminary Engineering contract will provide the required services for the overall Scope of Work (SoW) described below for the provision of Preliminary Engineering (PE) and Project Management Services (PMS) to complete the following phased work packages:

- Work Package 1.1: Develop Work Plan
- Work Package 1.2: Needs Analysis
- Work Package 1.3: Preliminary Engineering Design up to 30%
- Work Package 1.4: Station Plan Review
- Work Package 1.5: Output Specifications
- Work Package 1.6: Cost Estimates
- Work Package 1.7: Implementation Strategy & Master Schedule
- Work Package 1.8: Final Report and Presentation
- Work Package 1.9: Procurement Support Services
- Work Package 1.10: Project Management Services
- Work Package 1.11: Golder Geotechnical Evaluation

The PE will support RIO to manage the day-to-day aspects of the implementation contract, while RIO will provide a higher level of oversight for the full project.

Section 6: Guiding Principles

6.1. Stakeholder Collaboration

Recognizing the unique nature of building a major infrastructure project in the Nation's Capital, stakeholder coordination and integration is an important guiding principle.

A detailed list of the stakeholders and a management strategy is provided in the Project Management Plan. This stakeholder list focuses on all stakeholders whether formal governmental bodies or interested parties. A stakeholder strategy will be developed that will ensure all key stakeholders are strategically engaged to contribute to success.

Throughout the development and implementation of this project, all stakeholders will be encouraged to work together in a shared team approach, towards the achievement of all project objectives, and to this end, fully participate in a partnership of mutual support and sharing of relevant information related to project scope, cost/funding and schedule. All stakeholders will be engaged to expedite resolution of issues.

A custom designed database shall be implemented to identify all stakeholders, list strategy and plans for dealing with the stakeholders and linkage to the action item and risk database.

6.2. Integration with City Objectives

In July 2011, City Council adopted a new Corporate Planning Framework that incorporates leading practices used by other municipalities around the world and comprises approaches and methods designed to support Council and City Management in making the City a more strategy-driven organization. The result is alignment of the City's resources at all levels with Council strategic priorities and, increased alignment to long-term sustainability goals and long-term Committee defined visions and directions.

RIO is committed to ensuring that the OLRT Project aligns with the City's strategic objectives. In fact, successful implementation of the OLRT Project comprises a critical component of City Council's Transportation and Mobility Strategic Objective to:

"Meet the current and future transportation and mobility needs of residents, visitors and enterprises by improving transit and by emphasizing choice and accessibility of multiple types of transportation including the development of a Light Rail Transit system."

In addition, the establishment of an OLRT Internal Coordination Committee as part of the governance model will foster a tight connection with city departments to ensure the OLRT office completes a project that delivers program elements as described.

6.3. Transparency and Accountability

In order to ensure RIO implements the project as per council objectives and direction, transparency and accountability are key guiding principles.

RIO will use an established status reporting system to track the OLRT Project progress to completion. This will enable transparency, increased accountability for project completion and success outcomes, and ensure that the value of the OLRT Project is clearly understood.

The OLRT Project status will be reported through regularly scheduled monthly reports to senior management and quarterly project updates to FEDCO.

All public communication will be managed through the communications office as part of RIO. A detailed communications plan will be outlined in the Project Management Plan.

6.4. Public Interest

All stakeholders will be encouraged to protect the public interest in the planning and implementation of the project by promoting accessibility, sustainability, economy, efficiency and effectiveness.

The public must be prepared for the issues that the project will raise with regards to interruptions and inconveniences and be provided with alternative transit and traffic arrangements. Ridership must be maintained to preserve the viability of the business case. Communications must provide an awareness of the project and its phases to inspire and encourage the public to support the project.

It is key to ensure that the public sees LRT as one part of an integrated system that includes cycling, pedestrian, bus and private car modes of transportation.

6.5. Project Communications Plan

The Communications Plan will be managed by RIO under the direction of the Program Manager, Communications and Outreach and the City's Transportation-wide lead. Communications associated with the project will include but not be limited to the following:

- Strategic advice and counsel
- Development of strategic and tactical communications tools, products and services
- Public presentations, outreach and engagement
- Stakeholder and partner outreach and engagement
- Crisis response plans to mitigate potential threats to the project timetable or deliverables
- Communications guidance, support and training to foster awareness and development of communications best practices

A strategic internal communications plan will be created to ensure that audiences are accurately and adequately informed of project progress and deliverables.

FEDCO will be kept informed of project progress through a written quarterly report and subsequent meetings.

Internal communications will be strategically aligned to the OLRT Project goals and deliverables and ensure that effective communications support exists to facilitate, foster and deliver communications best practices to the Rail Implementation Office, partners, stakeholders and team members.

A strategic external communications plan will be developed to ensure that audiences are accurately and adequately informed of project progress and deliverables.

6.6. Professional and Ethical Values

All stakeholders and staff will be encouraged to work in a partnership of mutual support and collaboration embodying professional and ethical values, and shall share information relevant to the project subject to respective policies and regulations. All employees and consultants retained by the City must sign the Code of Conduct.

The RIO Management Team have signed the RIO Management Commitment document contained in Appendix B.

6.7. Processes and Policies

This project shall be planned and implemented in accordance with the City of Ottawa policies and procedures.

6.8. Respect of Approved Baselines

All stakeholders will be expected to respect approved baseline budget, scope, timeline limits as determined in the final design/schedule and budget approvals and will be expected to maintain economies with respect to the design and selection of project solutions. These baselines may be updated from time to time based on approved changing parameters associated with the project.

6.9. Respect of Project Management Process

All stakeholders will be expected to respect project management processes utilized by the project office and will work cooperatively to manage project risks as outlined in the Project Risk Plan. To ensure that the goals and objectives of the OLRT Project are achieved, a disciplined and standardized approach to project management will be implemented by the project team. The project will be managed according to the integrated management principles of the Project Management Book of Knowledge (PMBOK) of the Project Management Institute.

Section 7: Project Organization

7.1. Project Governance

The OLRT Goverance Model is illustrated in Figure 2. The Governance Model shows the alignment of the staff authority path from the Director, Rail Implementation Office to the Deputy City Manger (DCM), to the City Manager then on to FEDCO and City Council.

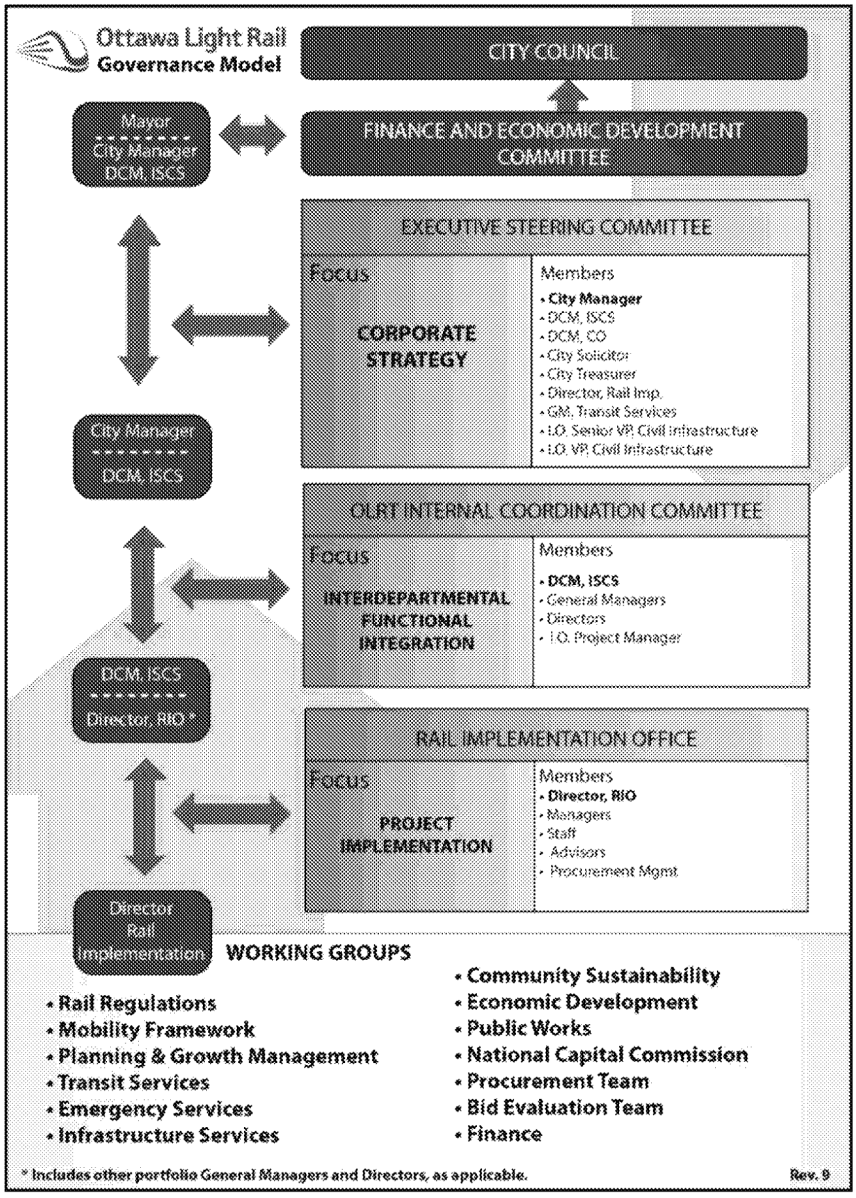


Figure 2: OLRT Governance Model

Appendix C is an assignment matrix describing the various project elements and the authority for approval. This matrix also indicates the stakeholder's involvement in the review and consultation of the items.

The relationship between the OLRT Internal Coordination Committee, the Executive Steering Committee and the Finance and Economic Development Committee (FEDCO) are described as follows:

7.1.1. Staff Approvals

The path of the City Staff approval authority, consistent with the City policy and procedures, is shown in blue on Figure 2. At each stage of the approval process, the responsible staff member will evaluate the need to engage the appropriate committee to support the decision. Issues may take a direct path forward for approval at the appropriate stage defined in Figure 2 or referred to a committee for extended review and approval.

7.1.2. Rail Implementation Office (RIO)

The RIO Director is responsible for the Rail Implementation Office and engagement with the key supporting stakeholders. Reports and recommendations from various subcommittees or organizations will be reviewed and addressed by RIO. Elevation of key items requiring approvals by senior staff will be initiated by the Director. RIO will be supported by Infrastructure Ontario engaged by the City as its Commercial Procurement Lead.

7.1.3. OLRT Internal Coordination Committee

The focus of this committee is to address specific city or interdepartmental issues arising from the Rail Implementation Office. The committee is comprised of city wide directors and general managers. The ISCS DCM will chair this committee and will establish the membership for each committee meeting based on the particular issues being addressed.

7.1.4. Executive Steering Committee

This committee will deal with broad city issues elevated from RIO or DCM. This committee will be engaged at the City Manager's discretion to provide approval and guidance regarding high level issues brought forward from the ORLT Internal Coordination Committee, DCM and OLRT Director. This committee is composed of the City Manager (Chair), Deputy City Manager ISCS, Deputy City Manager CO, Director RIO, City Solicitor, City Treasurer, GM-Transit Services. The two Infrastructure Ontario members will be the Senior Vice-President and Vice-President, Civil Infrastructure.

7.2. Project Team Structure

The Rail Implementation Office (RIO) has been established by the City of Ottawa to manage the OLRT Project. Figure 4 outlines the functional organizational chart for this project team. The PE will report into the Engineering and Construction function.

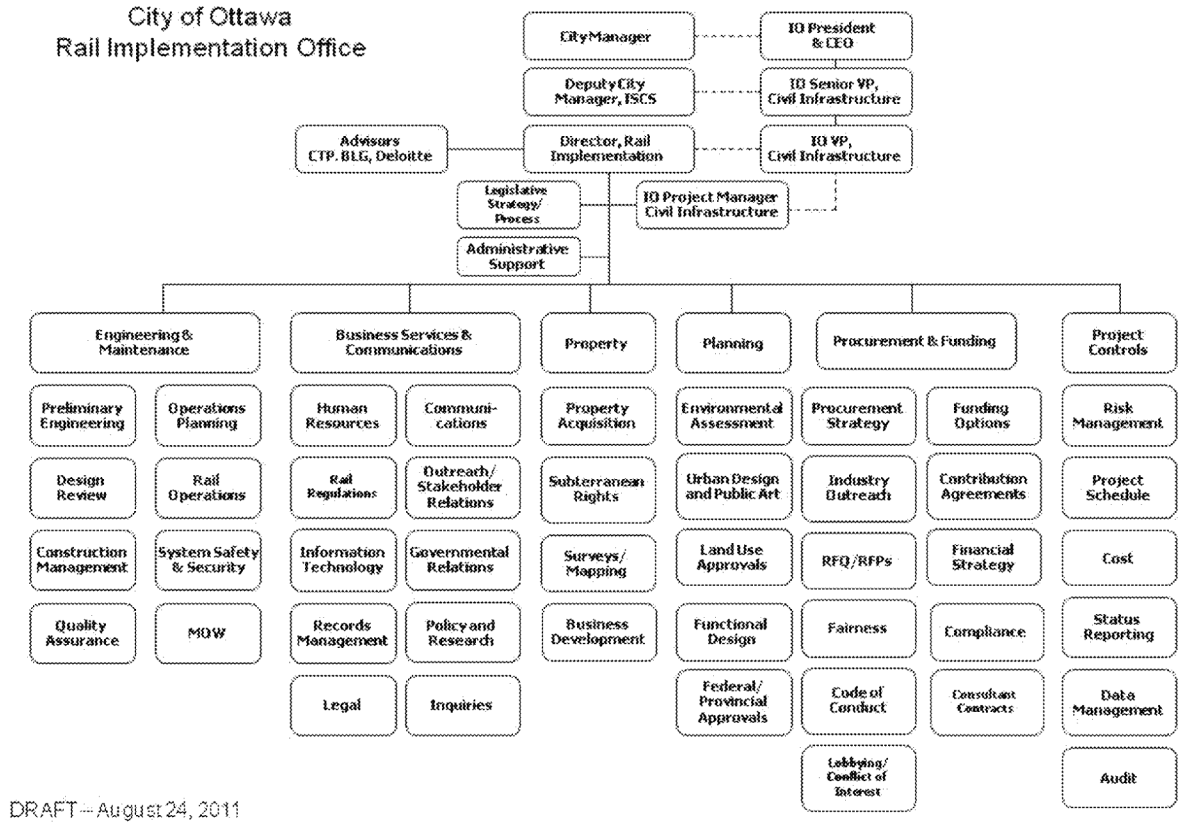


Figure 3: Functional Organization

7.2.1. Role of RIO

The RIO will provide overall project management to the full OLRT Project. RIO will use the services of the PE project management team to develop monitoring tools for the construction phase of the project and will apply these same tools to other projects under the project including the property purchase and potentially vehicle purchase. RIO will be responsible for reporting up through the governance structure of the project. The team's role is further detailed in the Roles and Responsibility section of this charter and in the Project Management Plan.

7.2.2. Role of Infrastructure Ontario

Infrastructure Ontario has been engaged by the City as its Commercial Procurement Lead for the procurement of the Project, and shall perform such other functions and responsibilities as set out in the Memorandum of

Understanding (MOU) referenced in Appendix A. Infrastructure Ontario (IO) will lead the procurement of the Project, which shall include developing the RFP and Project Agreement in conjunction with the City. Figures 2 and 3 illustrate the IO reporting structure. IO will be represented on the OLRT Executive Steering Committee and the Internal Coordination Committee.

In this role, IO representatives would lead the procurement phase of the OLRT project up to financial close and would report to the Director, Rail Implementation. The City will retain final approval authority on all decision-making.

After contract award, it is recommended that Infrastructure Ontario (IO) remain as part of the project team in an advisory role for contract interpretation and enforcement during the construction phase. Ultimately, IO would transition to a support role for contract interpretation and enforcement on a request basis during the maintenance period.

7.3. Roles and Responsibilities

A detailed roles and responsibility chart is provided in Appendix C. This matrix establishes the level of authorities and inputs of the team members and the various stakeholders involved with the project. This matrix illustrates where authorities for approvals lie and where input and review is required.

Appendix A: Reference Documents

Light Rail Transit Project: Tunney's Pasture to Blair Station: Transforming our Nation's Capital – The Benefits of Light Rail- 2010
http://www.ottawalightrail.ca/media/pdf/The%20Benefits%20of%20Light%20Rail%20-%20Web.pdf

Environmental Project Report: Downtown Ottawa Transit Tunnel: Tunney's Pasture to Blair Station via Downtown OLRT Tunnel
http://www.ottawalightrail.ca/en/Project-plan/environmental-Project-report

City of Ottawa Transportation Master Plan (TMP):
http://www.ottawa.ca/city_hall/master_plans/tmp/index_en.html

Business Case Downtown Ottawa Transit Tunnel Project (24 March 2010):
http://www.ottawalightrail.ca/media/pdf/Final%20DOTT%20Business%20Case.pdf

Ottawa Light Rail Transit (OLRT) Updated Business Case – Project Benefits Analysis (June 2011):
http://www.ottawalightrail.ca/media/pdf/Document2_OLRTBusinessCase%20Update.pdf

Functional Design: http://www.ottawa.ca/calendar/ottawa/citycouncil/tc/2009/12-16/ACS2009-ICS-PGM-0214%20-%20Document%201.pdf

10 – Year Transit Tactical Plan:
http://ottawa.ca/calendar/ottawa/citycouncil/tc/2009/10-21/06-ACS2009-ICS-TRA-0015.htm

Transit Services 2011 Business Plan:
http://www.octranspo1.com/images/files/about_oc/transit_planning/business_plan.pdf

Downtown Ottawa Transit Tunnel (DOTT) Planning and Environmental Assessment Study – Recommended Plan– January 2010:

http://www.ottawa.ca/calendar/ottawa/citycouncil/occ/2010/01-13/tc/ACS2009-ICS-PGM-0214.htm

Memorandum of Understanding between Ontario Infrastructure and Lands Corporation and the City of Ottawa for the Ottawa LRT Project

Ottawa Light Rail Transit Project – Tunney's Pasture to Blair: Project Management Plan

Appendix B: RIO Management Commitment

Ottawa Light Rail

Ottawa Light Rail Transit
Rail Implementation Office
Management Commitment

The RIO Management Team agrees we will deliver a project that:

- Considers the over arching aspects of the City
- Incorporates the Four Pillars of Sustainability
- Considers all key stakeholders in the performance of the project
- Enables Transit Services to achieve its business plan
- Respects the policies outlined in the Long Range Financial Plan for the City of Ottawa
- Develops and sustains relationships both within the City and external that:
  - Reduce overall direct project costs for the City
  - Support creation of accompanying urban fabric that will drive ridership
  - Maximize mobility and minimize community impacts during construction
  - Stimulate the local economy
  - Sustain transit ridership
- Maintains communications that:
  - Build and maintain support and understanding of the project
  - Mitigate mobility and community impacts during construction
- Creates a showcase project that reflects well on Ottawa and our key funding partners, the Province of Ontario and the Government of Canada
- Creates the conditions to seamlessly integrate and commission the service model to ensure long term success

Director, Rail Implementation	Chief, Rail Engineering & Maintenance
Manager, Business Services	Manager, Planning
Manager, Property	Manager, Procurement and Funding
Infrastructure Ontario	Manager, Project Controls

Ottawa

Appendix C: Roles and Responsibilities

Role	Responsibility	Assignment
Executive Steering Committee	• Challenges, reviews and approves all major recommendations for the OLRT Project • Reviews strategic direction for OLRT Project • Reviews recommendations to be submitted to Council involving the OLRT Project • Reviews and approves key OLRT deliverables • Receives regular OLRT status reports • Receives OLRT recommendations and findings • Ensures OLRT results reflect the expectations of Council and the Community • Challenges results of reviews to ensure objectives are being met • Monitors OLRT Project progress	City Manager (Chair) DCM, ISCS DCM, CO Director, RIO City Solicitor City Treasurer GM Transit Services, IO Senior VP, Civil Infrastructure IO VP, Civil Infrastructure
Executive Steering Committee Chairperson	• Chairs the Executive Steering Committee • Maintains a sharp focus and high profile for the OLRT Project within the corporation • Approves OLRT Project and business processes including overall approach methodology, tools etc. • Acts as the main interface between Executive Steering Committee, FEDCO, Mayor's Office and/or Council • Represents and acts as the final decision authority on behalf of the OLRT Executive Steering Committee • Creates and maintains a climate for success by being open to ideas, supportive of challenge, recognition of risk taking, and having a commitment to resolving conflict • Represents the City's interests to secure Federal and Provincial funding for the OLRT Project	City Manager

Role	Responsibility	Assignment
ORLT Internal Coordination Committee	• Ensures the identification availability and implementation of cross departmental and corporate efforts • Challenges, reviews and approves all major recommendations for the OLRT Project • Receives regular OLRT status reports • Receives OLRT recommendations and findings • Challenges results of reviews to ensure objectives are being met • Monitors OLRT Project progress	DCM, ISCS General Managers Directors, IO Project Manager
ORLT Internal Coordination Chair	• Demonstrates commitment and support for the OLRT Project by being the OLRT Champion and Key Spokesperson both within the City Corporation and within the Public Community • Develops corporate level perspective on OLRT goals, objectives and critical success factors • Participates in the review, evaluation and recommendation process for all significant Request for Process (RFP), Request for Quotation, (RFQ) and other related procurement processes • Responsible for strategic direction or recommendations related directly to the OLRT Project • Creates and articulates a long term VISION for the OLRT Project • Responsible for interfaces between the OLRT Project and other Corporate Projects and strategic directions • Addresses issues and significant scope change requests that will have a strategic impact on OLRT Project completion • Participates directly as member of OLRT Executive Steering Committee	DCM, ISCS

Role	Responsibility	Assignment
OLRT Director	• Participates directly as member of OLRT Internal Coordination Committee and Executive Steering Committee • Participates in the review, evaluation and recommendation process for all significant Request for Process (RFP), Request for Quotation, (RFQ) and other related procurement processes • Identifies and approves required OLRT resources • Defines the overall OLRT Project Office implementation strategy and approach; • Develops Project implementation process, approaches, methodologies, processes, tools in conjunction with OLRT team and external consultants • Develops and implements overall high level OLRT work plan • Provides integration mechanism and central point of contact for all OLRT Project review activities • Identifies issues with Departmental team members, elevates if required • Develops and executes detailed communications plan (internal & external) • Ensures the quality of the OLRT Project implementation process • Ensures the quality of all deliverables to be presented to committees, FEDCO and any reports to Council • Keeps OLRT SC apprised of mandated activities, timelines and deliverables; • Resolves project roadblocks or elevates issues when required • Challenges the results of the internal and external OLRT teams to ensure the objectives are met • Ensures the OLRT Project scope is maintained	OLRT Director

Appendix D: Approval Assignment Matrix

Legend **A* – Approval (highest sign-off)** **R – Recommend (sign-off)** **C – Consultation (review/comment)** **I - Information only** ***Can occur directly as per delegated authority or as chair of a committee if the committee has an "R" role**		**RIO Staff**	**RIO Director**	**Deputy City Manager**	**OLRT Internal Coordination Committee**	**City Manager**	**Executive Steering Committee**	**FEDCO**	**Council**		**Lead Department**	**Comments**
GOVERNANCE												
Project Charter		R	R	A	R						RIO	
Project Management Plan		R	A	I							RIO	
Infrastructure Ontario MOU		R	R	R		R	R		A*			*Mayor Delegated to sign
Project Staffing Plan		R	A	I							RIO	
Monthly Progress Report		R	A	I		I					RIO	
Quarterly Progress Report		R	A	C		I		I			RIO	
Annual Progress Report		R	A	C		I		I	I		RIO	
Stakeholder Engagement Strategy		R	A	C							RIO	
FINANCIAL												
Capital Budget		R	R	R		R	R	R	A		RIO	
Operating Budget		R	R	R		R	R	R	A		RIO	
Long Range Financial Plan		C	C	R		R	C	R	A		FIN	
Affordability		R	R			R	R	R	A		FIN	
Contribution Agreements		R	R	R		R	R		A*		RIO	*Mayor Delegated to sign
OLRT Economic Impact Study		R	R	A	I		I	I	I		CS	
Transit Services (construction detour budget)		R	R	R	R	R	R	R	A		TS	
Budget implication (over budget)		R	R	R		R	R	R	A		RIO	
Budget implication (under budget)		R	A				I	I	I		RIO	
Business Case		R	R			R	R	R	A		RIO	

Legend **A* – Approval (highest sign-off)** **R – Recommend (sign-off)** **C – Consultation (review/comment)** **I - Information only** ***Can occur directly as per delegated authority or as chair of a committee if the committee has an "R" role**		**RIO Staff**	**RIO Director**	**Deputy City Manager**	**OLRT Internal Coordination Committee**	**City Manager**	**Executive Steering Committee**	**FEDCO**	**Council**		**Lead Department**	**Comments**
Benefits Case		R	R			R	R	R	A		RIO	
Significant Scope Change		R	R	R	R	R	R	R	A		RIO	
PROCUREMENT and CONSTRUCTION												
Consultant Contracts		A	A	A		A					RIO	As per delegated authority
Procurement Option and Contracting Strategy		R	R	R		R	R	R	A		RIO	
Labour relations strategy		R	R	R	R	A	R	I	I		RIO	
RFQ Document release		R	R	R	C	R	A	I	I		RIO	
Output Specifications		R	R	A	R	I	I				RIO	
Hydro Ottawa agreement		A	I									
Hwy 417 Widening (City costs)		R	R	R	R			R	A			
Project schedule		R	R	R		R	R	R	A		RIO	
Construction Staging Strategy		R	R	A	R		I				RIO	
Railway Delegation Agreement		R	R	R					A*		RIO	*Mayor Delegated to sign
Railway Regulations		R	R	R	R	R	R	A*	A			*Transit Commission
RFP Document release		R	R	R	C	R	A	I	I		RIO	
Preferred Proponent Decision / Notification		R	R	R		R	R	R	A*		RIO	*As per Cost and Design report
Commercial Close / Project Agreement		R	R	R	R	R	R	R	A			
Notice to proceed		R	R	R		R	A	I	I		RIO	
Detailed Design		R	A	I	I	I	I	I	I		RIO	
Construction management		R	A	I	I	I	I	I	I		RIO	
Emergency Response Plans		R	R	A	R						ES	*As per statutory requirements
Building Permits		R	A*								PGM	*Chief Building Officer

Legend **A* – Approval (highest sign-off)** **R – Recommend (sign-off)** **C – Consultation (review/comment)** **I - Information only** ***Can occur directly as per delegated authority or as chair of a committee if the committee has an "R" role**		**RIO Staff**	**RIO Director**	**Deputy City Manager**	**OLRT Internal Coordination Committee**	**City Manager**	**Executive Steering Committee**	**FEDCO**	**Council**		**Lead Department**	**Comments**
Noise Exemptions		R	A*								PGM	*Chief of Bylaw Services
Road modifications compliant with traffic mgmt plan		A									RIO	
Road modifications not compliant with traffic mgmt plan		R	A*								RIO	*GM Public Works
Zoning/Site Plan		R	R	R	A							
Bus Rerouting		R	R	A	R		I				TS	
PROPERTY												
Property Acquisition less than $2m		A*	A*	R		A*					RIO	*Also REPDO per delegated authority
Property Acquisition greater than $2m		R	R	R		R	R	R	A		RIO	
Property Expropriation		R	R	R		R	R	R	A		RIO	
Land Development MOU/Station Entrances		R	R	R	R	A	R				RIO	
RIO Accommodations Lease		R	R	R		A*					RIO	*Delegated authority $2m
Business Development Strategy		R	A	C	C		C				RIO	
PLANNING												
Transportation Master Plan		C	C	R		R		R*	A*		PGM	*Transit & Transportation Committee
Transit Business Plan		C	C	R	C				A		TS	
Functional Design		R	R	R	R			R	A		PGM	
Ridership Projections		R	R	A	R							
Design update with PE modifications (updated cost estimate & business case)		R	R	R	R	R	R	R	A		RIO	

Legend **A* – Approval (highest sign-off)** **R – Recommend (sign-off)** **C – Consultation (review/comment)** **I - Information only** ***Can occur directly as per delegated authority or as chair of a committee if the committee has an "R" role**		**RIO Staff**	**RIO Director**	**Deputy City Manager**	**OLRT Internal Coordination Committee**	**City Manager**	**Executive Steering Committee**	**FEDCO**	**Council**		**Lead Department**	**Comments**
Public Art Plan		R	R	A	R		I				RIO	As per public art policy
Algonquins of Ontario Outreach		R	R	A		I						
Line & Station Naming		R	R	R	R			A*			RIO	*Transit Commission
ORLT Sustainability Plan		R	R	A	R						RIO	
CEAA Approval		A					I				RIO	
EA Provincial		A					I				RIO	
FLUA		A					I				RIO	
Downtown Mobility Overlay		C	C	R*	R	R	R	R	A		PGM	*Recommended by PGM
Theming		R	R	A	R							
Station Design Guidelines Manual		R	R	A	R							
Travel Demand Management Strategy		R	R	A	R						PGM	
RIO Cycling & Ped. Plan		R	R	A	R						RIO	
Traffic Management Plans		R	R	A	R						PWS	
Communications plan for transit disruption		R	R	A	R						RIO	
Wayfinding		R	R	R	R			A*				*Transit Commission
CDP around stations		C	C	R	C	R		R*	A		PGM	*Planning Committee
Environmental Impact Strategy		R	R	A							RIO	
Sustainability Plan		R	R	A	R						RIO	

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