



# Rt. Hon. Herb Gray Parkway Complaints Management Protocol

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## Table of Contents

<b>1. COMPLAINTS MANAGEMENT PROTOCOL .....</b>	<b>3</b>
1.1 Purpose and Objectives .....	3
1.2 Introduction .....	3
1.3 Public Liaison Office .....	4
1.4 Roles and Responsibilities.....	5
1.4.1 Relationship with HMQ .....	5
1.4.2 Relationship with Communications, Design and Construction Groups .....	5
1.5 Operations of the Public Liaison Office .....	6
1.5.1 Customer Service Standards .....	6
1.5.2 One-Window Protocol .....	6
1.6 Response Period .....	6
1.7 Avenues for Contact .....	6
1.7.1 Website.....	6
1.7.2 Telephone .....	7
1.7.3 In-Person.....	7
1.7.4 Signage .....	8
<b>2. PUBLIC INQUIRY MANAGEMENT DATABASE .....</b>	<b>8</b>
2.1 Freedom of Information requests and Protection of Personal Privacy.....	8
<b>3. ACTION REQUESTS AND REPORTS.....</b>	<b>8</b>
3.1 Contaminant Management Complaints .....	9
3.2 Conformity with Other Documents .....	9
<b>4. REVISION HISTORY .....</b>	<b>10</b>
<b>APPENDIX A: CUSTOMER SERVICE PROTOCOL .....</b>	<b>11</b>
<b>APPENDIX B: ISSUES AND COMPLAINT TRACKING AND RESOLUTION .....</b>	<b>12</b>

## **1. COMPLAINTS MANAGEMENT PROTOCOL**

### **1.1 Purpose and Objectives**

The Notice of Approval issued by the Ministry of the Environment (MOE) for the Detroit River International Crossing (DRIC) Study Environmental Assessment (DRIC Study EA) states as Condition 5.1:

- 5.1 The Proponent shall prepare and develop a protocol on how it will deal with and respond to inquiries and complaints received during the construction and operation of the undertaking.

The scope of this undertaking in terms of the scale and duration of construction, its complexity and the depth of the organization of persons who are involved in the delivery of this infrastructure project make the establishment of a Complaints Management Protocol a necessity to ensure public concerns can be heard and addressed. In accordance with DRIC Study EA Notice of Approval, this protocol will be submitted to MOE for review and will be placed on the public record.

This document sets out the protocol for dealing with and responding to inquiries and complaints received during construction of the Rt. Hon. Herb Gray Parkway.

The purpose of the Complaints Management Protocol is to ensure:

- There is a mechanism in place to deal with issues that are identified by the public during design and construction;
- The public is provided with a one-window contact; and,
- There is a record of concerns raised and how they were addressed/resolved.

The objectives of the Complaints Management Protocol are to:

- Provide prompt, timely and meaningful interactions with and responses to the public; and,
- Effectively respond to issues that emerge during the project life.

Through various methods, the public will be kept informed in advance of construction activities in an effort to reduce or address issues before they evolve into complaints.

### **1.2 Introduction**

The Rt. Hon. Herb Gray 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 DRIC Study EA 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, 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 Rt. Hon. Herb Gray Parkway will extend Highway 401. It will be a below-grade, six-lane highway, eleven kilometres long with eleven 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, nine pedestrian bridges, two pedestrian tunnels and extensive landscaping throughout the corridor, as well as noise and environmental mitigation measures.

The Rt. Hon. Herb Gray Parkway is being delivered by Infrastructure Ontario (IO) and Ministry of Transportation (MTO), jointly referred to as Her Majesty the Queen (HMQ), under Ontario's alternative financing and procurement (AFP) model. Following a competitive procurement process, the Windsor Essex Mobility Group (WEMG) was selected to design, build, finance and maintain the Parkway. This consortium includes Fluor Canada Ltd., ACS Infrastructure Canada, Inc. and Acciona Infrastructure Canada, Inc. To construct the 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.

### **1.3 Public Liaison Office (PLO)**

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 and the toll-free number but also through e-mail, a local phone number and personal and public meetings. The PLO will be managed by the Senior Public Liaison Officer (SPLO), and will be prominently signed so visitors can see it. The SPLO will work out of the WEMG office located at 2187 Huron Church Road Suite 210; however, public information will be displayed for review and meetings will be held at Suite 340A.

A toll-free number (1-877-WE-PKWAY) has been reserved for ease of use and will be prominently displayed along with the [www.weparkway.ca](http://www.weparkway.ca) website address on all appropriate communications materials from the start of construction onward. The role of the Public Liaison Office staff will be to collaborate with HMQ, WEMG and PIC staff and help coordinate communications and consultations programming for the duration of construction by reporting

public concerns and themes related to inquiries, requesting appropriate actions if required or putting inquirers in touch with the right technical specialists to answer questions.

The PLO will serve as the one-window through which all public inquiries will be received. WEMG or PIC staff will direct any public inquiries they receive to the PLO. HMQ staff will also refer any public inquiries that fall outside of government activities to the PLO. The PLO staff will then identify key themes, topics or issues related to requests, identify the appropriate partner or team members to provide detailed information, and then coordinate a response and either provide it to the inquirer or request WEMG, PIC or MTO technical or expert staff to respond to the inquirer directly. In the case of technical or expert responses, a summary of all discussions will be provided to the PLO staff for recording.

To ensure a consistent level of service, a customer service plan has been created to set standards of practice for all communications with the public. See Appendix A for details of the Customer Service Protocol.

Appendix B describes the process that will be used to receive comments, document those comments and responses and how and when members of the public were provided with responses.

## **1.4 Roles and Responsibilities**

Effective complaints management is dependent upon all members of the Parkway project team working together to ensure questions and concerns received from the public are responded to and addressed in a reasonable time frame. The PLO is in effect both a conduit for the public to learn and understand more about the project, and correspondingly, a conduit for various members of the project team to understand the public's needs and concerns and, if possible and without detriment to the project, adjust activities accordingly.

### *1.4.1 Relationship with HMQ*

It can be expected that members of the public may want to deal directly with the Government of Ontario. In these cases, the public will be directed to the Ontario Ministry of Transportation Windsor Border Initiatives Implementation Group Communications Office. Coordinated communications between HMQ and the PLO will allow for consistent information being provided to the public regardless of the organization with which they choose to speak. All inquiries, comments, and complaints received by HMQ will be coded, tracked and addressed through the same process managed by the PLO.

### *1.4.2 Relationship with Communications, Design and Construction Groups*

A close working relationship between the project communications, design and construction groups is vital to ensure the flow of accurate information to the public. This close relationship will enable the Public Liaison Officer to research and provide up-to-date information in response to inquiries.

## **1.5 Operations of the Public Liaison Office**

The standard operations process of the PLO is outlined in Figure B.1. Comments or questions will be processed by first adding them to a public inquiry management database, forwarding them to the project team as required for more information or action, preparing a response and responding back to the member of the public.

This process will be adhered to during the construction phase of the project. The basic framework of this Complaints Management Protocol will be reviewed following the construction phase to meet the needs of the public and the users of the Parkway into the future.

### **1.5.1 Customer Service Standards**

Key to addressing public concerns and complaints and providing timely information is adherence to customer service standards. Appendix A outlines this set of standards.

### **1.5.2 One-Window Protocol**

To ensure constancy of information, a one-window protocol has been developed for accepting inquiries and documenting interactions with the public and stakeholders. To support this protocol, the PLO will be the “one-window” starting point for all public inquiries as appropriate. For all media inquiries, the Ontario Ministry of Transportation Windsor Border Initiatives Implementation Group Office will act as the one-window to receive all media inquiries and requests.

## **1.6 Response Period**

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.

## **1.7 Avenues for Contact**

Avenues for contact include:

### **1.7.1 Website**

Since 2008 the project website ([www.hgparkway.ca](http://www.hgparkway.ca)) has been the primary source of information for the public. A public and stakeholder complaint and information request component will be added to the website. The public will be able to fill in their contact information, submit inquiries and/or register their complaints using an online form that emails the request to the PLO and automatically logs the information in the public inquiry management database.

An email address will be maintained ([hgp-plo@wemg.ca](mailto:hgp-plo@wemg.ca)) however members of the public will be encouraged to contact the PLO through the website to learn more about the project.

### 1.7.2 Telephone

The PLO has set up a toll free number 1-877-937-5929 as its primary public contact number. The public will be encouraged to call this number through which they will be able to receive information 24-7 through pre-recorded messages.

All calls received by the PLO will be entered into the public inquiry management database. Members of the public calling either numbers will be asked to provide the following information:

- Full name
- Company Name (if applicable)
- Contact information such as telephone number and/or email
- Detailed question or inquiry
- Preferred method of response

Calls received outside of business hours or calls that are otherwise unable to be answered will be received by the PLO voice mail system. Furthermore, callers will have the option of accessing pre-recorded messages about topics of interest (for example detour and diversion information or upcoming information).

During telephone inquiries, the following information will be recorded (at a minimum):

- Date and time of call
- Name of caller
- Subject and comment/inquiry
- Preferred response method (e.g., call back, email, etc.)

### 1.7.3 In-Person

Members of the public may also provide comments or ask questions in person at the PLO or at the Ontario Ministry of Transportation Windsor Border Initiatives Implementation Group Office (949 McDougall Avenue, Suite 200, Windsor, ON). When members of the public come into either of the offices to discuss an inquiry or provide feedback on the project, the following will be noted and recorded into the public inquiry management database:

- Name
- Subject and inquiry/comment
- Contact information
- Preferred method of contact to receive a response
- Date of visit

#### 1.7.4 Signage

A large PLO sign, complete with the PLO telephone number and [www.hgparkway.ca](http://www.hgparkway.ca) website address, will be prominent on Huron Church Road at the location of the PLO (located at 2187 Huron Church Road just off the construction corridor).

Further, from the start of construction onwards, these two contact channels (1-877-937-5929 and [www.hgparkway.ca](http://www.hgparkway.ca)) will be promoted on all public information materials, as appropriate.

## 2. PUBLIC INQUIRY MANAGEMENT DATABASE

Given the scope of the project, its duration, and the volume of inquiries that can be anticipated, it is important to have an effective means of recording and tracking all public interactions.

All public inquiries that come through the PLO will be tracked, dated, timed (to ensure reply in the three to five business day window) and coded on a database maintained the Public Liaison Office staff.

Weekly and monthly reports will be generated from the public inquiry management database and submitted to HMQ for review. These reports will have high-level summaries including information on activities, public and media enquiries, any emerging issues and actions taken in response to issues.

### 2.1 Freedom of Information requests and Protection of Personal Privacy

Members of the public providing personal contact information will be informed that it will be used in accordance with the *Freedom of Information and Protection of Privacy Act* and the *Access to Information and Privacy Act* and that with the exception of personal information, all comments will become part of the public record.

## 3. ACTION REQUESTS AND REPORTS

The PLO will have the ability to submit to PIC action requests and requests for follow up reports to ensure problems that affect the health and well-being of the public and/or private property are quickly resolved.

A streamlined process will be set up to ensure the PLO can also ask for an immediate corrective action with follow-up reporting to ensure the public's safety and security. This will consist of immediate contact with the PIC Communications Director with a request for immediate action.

### **3.1 Contaminant Management Complaints**

As per 6.13 of the Rt. Hon. Herb Gray Parkway Contaminant Management Plan, in the instance of a contaminated site, complaints or concerns received from the public will be actioned through the PLO to the construction team using the streamlined action request process.

Furthermore, the contamination of sites that could impact the local community will be forwarded to the construction team through the PLO to prepare and issue public notices and/or activate crisis-level communications.

### **3.2 Conformity with Other Documents**

Should there be any discrepancies between the Rt. Hon. Herb Gray Parkway Complaints Management Protocol and the Community and Stakeholder Consultation Plan or any other document that addresses the management of public comments and concerns or the operation of the PLO, the direction in this document will be followed.

#### 4. REVISION HISTORY

Rev. No.	Date YYYY-MM-DD	Changes Made By:	Description
0	2011-07-29	Trevor McFayden	Resubmittal of original document to reflect HMQ comments from E026A. Resubmitted as E026B. Document number PIC-00-220-0001_R0
1	2011-08-16	Trevor McFayden	Revisions to reflect additional comments from HMQ. Resubmitted as E026C. PIC-00-220-0001_R1
2	2012-11-12	Katie Dicks	Minor administrative updates completed to approved document. Updates to the PLO address are reflected in Section 1.3, and updates to the PLO telephone numbers listed in Section 1.7.2. All changes are depicted by a vertical right side bar. PIC-00-220-0001_R2
0	2013-08-26	Katie Dicks	Administrative update. Resubmitted as E026E. Document number updated to: WEM-00-220-0001_R0

## **APPENDIX A: CUSTOMER SERVICE PROTOCOL**

### **Standards covering all communications:**

- All inquiries will be treated with courtesy, respect, honesty and professionalism.
- Inquiries will be listened to, and asked for clarification if necessary.
- All inquiries will receive a response within 24 hours on regular business days, indicating that the inquiry has been received and will be answered within three to five (3-5) business days.
- Responses will be professional, complete, knowledgeable and accurate.
- Responses will be provided in the order that inquiries are received, or, a priority will be set if an inquiry is determined as urgent.
- The goal will be for all inquiries to be addressed within three to five business days of their receipt with resolution and action plan implementation to be monitored until closure of inquiries.
- All responses will be provided in the form preferred by the inquirer.

### **Telephone and Voicemail Standards:**

- Telephones will be answered promptly (within three rings) whenever possible.
- Calls will be answered in a courteous manner.
- Callers will receive acknowledgement of their telephone/voicemail messages within 24 hours on regular business days.

### **Written Correspondence Standards:**

- Emails sent to members of the public will be sent from and recorded through the public inquiry management database.
- All email responses will contain a project specific signature block, which will include the website address and phone number of the PLO.

## APPENDIX B: ISSUES AND COMPLAINT TRACKING AND RESOLUTION

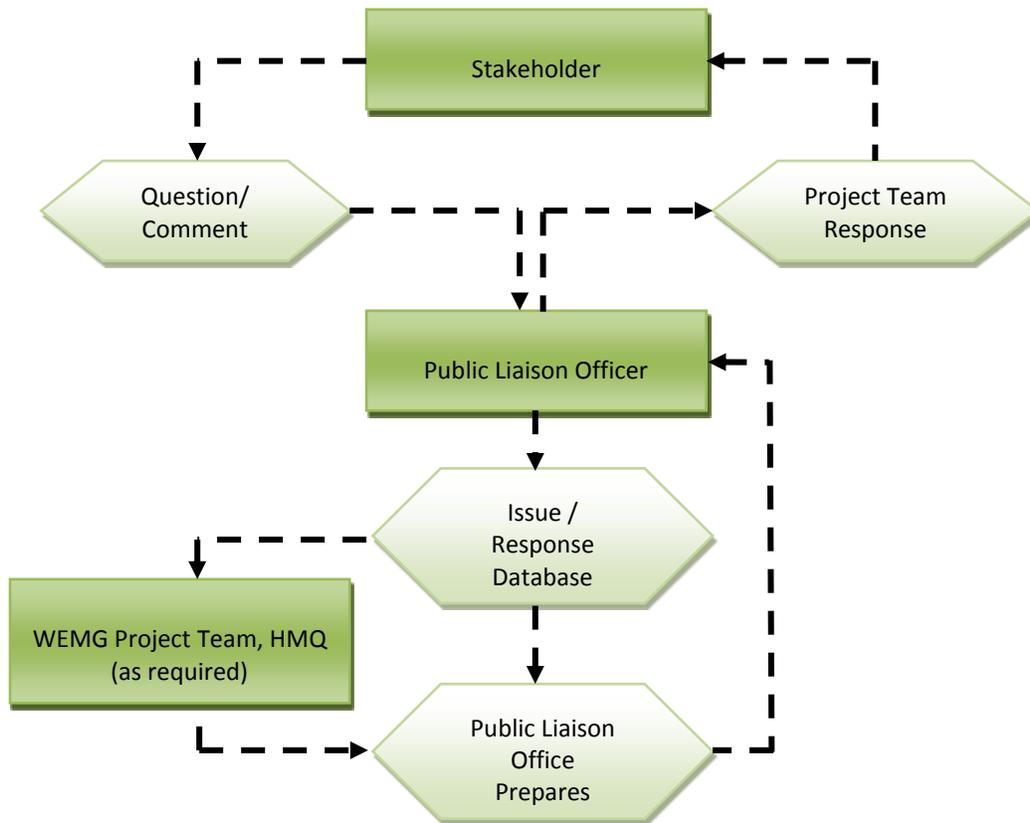
The PLO staff will use a public inquiry management database to ensure that all comments and requests for information are recorded and that responses are prepared, reviewed and delivered in a reasonable timeframe. This database will be used to maintain a written record of all material public enquiries, complaints, and communications and will allow the PLO to report weekly to HMQ on all public interactions. The PLO will also work with HMQ to integrate all relevant data from consultation and communications activities into the public inquiry management database.

An example of the level of detail used to report on public inquiries is provided in below Table B.1.

**Table B.1 – Sample Recorded Issue/Response**

ID	Dated Received	Issue Area	Inquiry Type	Contact Name	Stakeholder Type	Geographic Location	Reason for Contact	Summary of Inquiry	Response Summary
#	When comment was received	Category of the inquiry (e.g. traffic impacts)	Email, phone, fax, mail, open house, etc.	Name and Contact Info.	Local resident, business owner, community association, etc.	Location of residence (e.g. Windsor, LaSalle, etc.)	Question, Concern, Suggestion, Complaint, etc.	Summary of the stakeholder inquiry	Summary of the appropriate actions to address / answer / resolve inquiry

Figure B.1. Public Liaison Office One-Window Issues/Comments Protocol



As per the above Figure B.1., once a question, comment or inquiry is submitted to the Public PLO, a Public Liaison Officer will review the inquiry to establish the topic or subject of the inquiry. The Public Liaison Officer will then consult with WEMG, PIC and/or HMQ on an as required based and submit a timed request for additional information or an action to the PIC through their Communications Director. Following receipt of information or a report on an action request, a response will be drafted and sent in the method preferred by the inquirer by the appropriate project team member.

All inquiries that fall outside of the scope of WEMG or PIC will be directed by the PLO to HMQ for appropriate response. HMQ will provide a response directly to the inquirer or work with the PLO to provide the response within three to five business days of receiving the inquiry.