

# Terms of Reference

## Public Advisory Group for the Alexandra Bridge Replacement Project

### Introduction

The Public Advisory Group (PAG) for the Alexandra Bridge Replacement Project has been established to provide a forum for feedback and consultation. Members of the PAG can provide informed input and bring forward the perspectives of their respective organizations and/or communities for the duration of the project.

The Alexandra Bridge, an iconic feature of the Ottawa–Gatineau skyline for over 120 years, is reaching the end of its service life and requires replacement. The National Capital Commission (NCC) is leading a comprehensive engagement process in partnership with Public Services and Procurement Canada (PSPC) for the planning and design of the new bridge. The NCC and PSPC form an integrated project team (herein referred to as “project team”). PAG members will be appointed by the project team.

The PAG’s role within the consultation process is important. It is tasked with ensuring that a wide range of perspectives, community interests, and stakeholder needs are not only represented but also given due consideration at every stage of the project’s lifecycle.

### Mandate and purpose

The PAG’s mandate is to provide balanced and informed input to the project team throughout the project’s lifecycle. The PAG will play a critical role in facilitating and participating in open dialogue, gathering community feedback, and advising on key aspects of the consultation and planning process. The group will be responsible for offering insights, identifying challenges, and recommending suitable strategies and objectives that align with both the interests of the community and the planning and design guidelines for the new bridge. The input and recommendations put forward by the PAG will be considered by the project team and incorporated into the project, as appropriate.

### Responsibilities

The Alexandra Bridge PAG members are expected to fulfill the following responsibilities:

1. Participate actively in PAG meetings and related activities at major project milestones.
2. Convey the perspective of their respective organizations and/or communities during discussions.
3. Review and analyze documentation provided by the project team to make well-informed recommendations.
4. Engage in collaborative discussions, consider diverse viewpoints, and work towards finding solutions for various aspects of the project.

5. Share relevant information and feedback with their respective organizations and/or communities.
6. Consider the broader public interest and community needs, striving for equitable outcomes.
7. Provide input and feedback at project milestones and advise on specific themes, including but not limited to:
  - PAG Terms of Reference
  - Consultation strategy and outreach
  - Heritage assessment and commemoration strategies
  - Transportation and mobility
  - Economic development and tourism

## Relevant project milestones

The anticipated project milestones will determine the frequency and scheduling of meetings.

<b>PROJECT MILESTONE</b>	<b>TIMING</b>
Options analysis and concept selection	Fall 2023
Concept design	Spring 2024
Refinement and evaluation	Summer-fall 2024
Reference and definition designs	Spring 2025
	Summer-fall 2025

## Membership

- The PAG will consist of representatives from diverse backgrounds and stakeholder groups, ensuring broad representation of the impacted communities.
- Participation in the PAG is on a volunteer basis.
- PAG members will be appointed by the project team from public nominations and relevant community organizations.
- Each participating organization will be represented by one member on the PAG.
- The first term for PAG members will be 24 months, with an option to be reappointed by the project team for additional terms.
- The PAG will strive to maintain gender balance, diversity, and inclusion among its members.
- Observers may attend PAG meetings with prior approval from the project team.
- The PAG will be co-chaired by two members:
  - an individual selected by the PAG membership
  - the Alexandra Bridge Replacement Project Director.
- Meetings will be facilitated by the NCC Public Affairs team.

## Activities and frequency of meetings

- It is anticipated that the PAG will meet at least five times, or as determined by the project timelines, over the course of the planning and design phase to coincide with key project milestones, which could include:
  - November 2023: Provide project update and gather feedback on concept selection and engagement plan.
  - April 2024: Provide feedback on concept designs and present consultation materials.
  - September 2024: Provide feedback on preferred concept.
  - April 2025: Provide feedback on reference design.
  - September 2025: Project update.
- PAG members will meet at the NCC's Headquarters, located at 40 Elgin Street, in Ottawa, or virtually using NCC videoconferencing platforms.
- PAG meetings will be conducted in both official languages, allowing members and participants to use the official language of their choice.
- Quorum is reached when there are at least nine members present (assuming a total of 16 PAG members), not including observers.
- Substitutes may attend PAG meetings on a case-by-case basis with approval from the PAG co-chairs.
- PAG co-chairs will develop meeting agendas, with input from the project team.
- The project team will provide all relevant information, presentations and studies for the PAG's activities, as well as contribute to the agenda development.
- The NCC Public Affairs team will liaise with PAG members and the project team to ensure seamless information sharing.
- The NCC Public Affairs team will translate and publish meeting minutes on the project webpage.
- PAG members may suggest changes to the Terms of Reference for consideration by the project team.
- PAG members may suggest the creation of subcommittees and/or special committees to carry out specific tasks, for consideration by the project team.
- PAG members may exchange information via email updates, in addition to its in-person or virtual meetings; and
- PAG co-chairs may convene special meetings, as needed.

## Transparency

The project team is committed to transparency and will publish the names of the PAG members. Summaries of the group's feedback and the project team's responses, where applicable, will be made available to the public.

## Decision making

PAG members are encouraged to bring varied perspectives to the meetings for discussion. It is noted that the final decisions on the Alexandra Bridge Replacement Project rest with the project team.

Given that the PAG is a non-political advisory body, it is not responsible for decisions made by the project team.

## Confidentiality and privacy

All PAG proceedings and documentation will be subject to the NCC's privacy policies and in line with the Government of Canada's Access to Information Act and Privacy Act.

## Conflict of interest

If a PAG member has a real, apparent, or potential conflict of interest concerning a matter before the committee, they must inform the project team for consideration.

If the project team determines that a conflict exists, the member will disclose their interest to the group and refrain from participating in the deliberation of that matter.

## Principles

The PAG's work will be guided by the NCC's [Public Engagement Policy](#), ensuring inclusivity, transparency, and meaningful public participation in the planning process.