

P3 Project Overview & Communications Map

Although every Public-Private Partnership (P3) has unique stages and processes that vary from a common model, it is helpful to have a standing generic model of P3 projects to guide communications activities across the full project lifecycle. This promotes consistency in communications to Councillors, private-sector partners, government funding partners, media and the public. This P3 communications model provides a basis for planning and executing both current and upcoming projects.

Stage	Communications Activities/Products
Assess potential P3 capital projects	<ul style="list-style-type: none"> -v1 Briefing note with rationale -Assess union impact and overall staffing strategy -PROJECT PROFILE
Councillor and community pre-engagement	<ul style="list-style-type: none"> -Gather early input from affected councillors and community groups -Review presentation and/or community communications materials -Develop initial key messaging
P3 Projects Approved for Further Development	<p>COMMITTEE: Potential P3s recommended to committees + posted on Web 5 days prior</p> <ul style="list-style-type: none"> -Meet to draft communications needs + EA process -v2 Briefing note with rationale -Updated project profile -Report to committee and on web (posted 5 days before committee meeting) -Spokesperson named -Issue analysis with refined key messaging -Spokesperson briefed -v1 Spokesperson notes ready -v1 Staff bulletin clip ready -v1 News release ready (focus on need & P3 goals) -v1 Backgrounder ready -v1 FAQs and facts ready -v1 Web info ready
	<p>Committee(s) approve(s)</p> <ul style="list-style-type: none"> -Meet to finalize communications needs + EA process -v1 Staff bulletin clip released -v1 News release released (focus on need & P3 goals) -v1 Backgrounder released -v1 FAQs and facts released -v1 Web info posted
Issue-specific technical briefing to councillors (if needed)	<ul style="list-style-type: none"> -Note to councillors -Presentation materials -Prepared constituent article for councillors -Media advisories if needed
EOI Stage	<p>EOI (Expressions of Interest) solicited from potential partners</p> <ul style="list-style-type: none"> -EOI documents -Selection process memo ready -v2 Web info status updated
RFQ Stage	<p>RFQ (Request for Qualifications)</p> <ul style="list-style-type: none"> -RFQ documents -Selection process memo ready -v3 Web info status updated
	<p>COMMITTEE: Short list to committee for approval + posted on Web 5 days prior</p> <ul style="list-style-type: none"> -Report to committee -Selection process memo ready -Spokesperson available to media -v2 Spokesperson briefed -v2 Spokesperson notes ready -v2 Staff clip ready -v2 News release ready (focus on P3 & selection criteria - name short list) -v2 Backgrounder ready -v2 FAQs and facts ready -v3 Web info status updated
	<p>COUNCIL: 1 Week after committee - short list to Council for approval + on Web agenda: Council approves short list</p> <ul style="list-style-type: none"> -Report to Council -Selection process memo ready -Spokesperson available to media -v2 Spokesperson briefed -v2 Spokesperson notes ready -v2 Staff clip released -Council Update for councillors, media, executives and public -v2 News release deployed (focus on P3 & selection criteria - name short list) -v2 Backgrounder released -v2 FAQs and facts released -v4 Web info status updated
RFP (Request for Proposal)	<ul style="list-style-type: none"> - RFP documents -Selection process memo ready -v5 Web info status updated

RFP Stage	<p>COMMITTEE: Preferred respondent selection to committee for approval + posted on Web 5 days prior</p>	<ul style="list-style-type: none"> -Report to committee -Selection process memo ready -Partner spokespersons named and briefed -Spokesperson available to media -v3 Spokesperson briefed -v3 Spokesperson notes ready -v3 Staff clip ready -v3 Joint news release ready (focus on need, winner capabilities and construction milestones) -v3 Backgrounder ready -Facility fact sheet ready -v6 Web info status updated
	<p>COUNCIL: 1 Week later - preferred respondent selection to Council for approval + posted on Web 5 days prior: Council approves</p>	<ul style="list-style-type: none"> -Report to Council -Selection process memo ready -Partner spokespersons named and briefed -Spokesperson available to media -v3 Spokesperson briefed -v3 Spokesperson notes ready -v3 Staff clip released -Council Update for councillors, media, executives and public -v3 Joint news release deployed (focus on need, winner capabilities and construction milestones) -v3 Backgrounder released -Facility fact sheet released -v7 Web info status updated
Finalization of Project Scope	Negotiations with partner(s) - finalize framework for deal	n/a
	Zoning changes (if needed)	<ul style="list-style-type: none"> -Signage at affected site -Public Notices of Zoning Application -Public Notice of Zoning Changes
	Public consultations	<ul style="list-style-type: none"> -Event logistics -Presentation materials -Emails to lists of interested parties -Signage -Partner spokespersons named and briefed -Spokesperson available to media -v3 Backgrounder copies on hand -Facility fact sheet copies on hand -v3 Spokesperson briefed -v3 Spokesperson notes ready -PSAs -Public notices -Residence flyers (optional) -v8 Web info status updated
	<p>COMMITTEE: Financial and risk distribution deal to committee for approval + posted on Web 5 days prior</p>	<ul style="list-style-type: none"> -Report to committee -Selection process memo ready -Facility fact sheet ready -v9 Web info status updated
	<p>COUNCIL: 1 Week later - financial and risk distribution deal to Council for approval + posted on Web 5 days prior: Council approves</p>	<ul style="list-style-type: none"> -Report to Council -Selection process memo ready -Partner spokespersons named and briefed -Spokespersons available to media -v4 Spokesperson notes ready -v4 Staff clip released -Council Update for councillors, media, executives and public -v4 Joint news release deployed (focus on need, winner capabilities, financial deal highlights, benefits for City and construction start/end dates) -v4 Backgrounder released -Facility fact sheet released -v10 Web info status updated
	2nd Round of public consultations (if needed to consult and answer concerns)	<ul style="list-style-type: none"> -Event logistics -Presentation materials -Emails to lists of interested parties -Signage -Partner spokespersons named and briefed -Spokesperson available to media -v4 Backgrounder copies on hand -Facility fact sheet copies on hand -v4 Spokesperson briefed -v4 Spokesperson notes ready -PSAs -Public notices -Residence flyers (optional) -v11 Web info status updated
	Develop and execute final agreement	n/a

Construction	Construction Start	MEDIA/STAKEHOLDER EVENT: Construction Starts -Invitee list -Invitations -Event logistics -Partner spokespersons named and briefed -Spokespersons available to media -v5 Spokesperson notes ready -v5 Spokespersons briefed -v5 Staff clip released -v8 Media advisory/photo opp released (Mayor, Councillors, Community Groups) -v5 Joint news release released (focus on construction milestones) -v5 Backgrounder released -Facility fact sheet released -Event/ceremony agenda -v12 Web info status updated
	Construction: Milestone 1	Milestone 1: -Partner spokespersons named and briefed -Spokespersons available to media -v6 Spokesperson notes ready -v6 Spokespersons briefed -v6 Staff clip released -v6 Joint news release released (focus on community benefit) -v6 Backgrounder released -v13 Web info status updated
	Construction: Milestone 2 (and any other announceable milestones until Grand Opening)	Milestone 2 and at any other announceable milestone: -Partner spokespersons named and briefed -Spokesperson available to media -v7 Spokesperson notes ready -v7 Spokespersons briefed -v7 Staff clip released -v7 Joint news release released (show community getting excited/involved) -v7 Backgrounder released -v14 Web info status updated
	Construction: Grand Opening	MEDIA/STAKEHOLDER EVENT: Grand opening -Event logistics -Invitations -Partner spokespersons named and briefed -Spokesperson available to media -v8 Spokesperson notes ready -v8 Spokespersons briefed -v8 Staff clip released -v8 Media advisory/photo opp released (Mayor, Councillors, Community Groups) -v8 Joint news release released (focus on community use, impact, benefit) -v8 Backgrounder released -Facility fact sheet released -Event/ceremony agenda -v15 Web info status updated -Grand opening ads
Facility in use	-Communications managed by operator (whether it is the City or the private-sector partner) -Monitor community impact: may deploy a news release from City if/when notable impacts are achieved or exceeded (restate benefits to community and City)	
Ongoing contract management	n/a	



Courtesy: City of Ottawa
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