

# Phase 5. ACT together

## What ?

All project stakeholders are impatient to get to the implementation phase. It is the climax of their many participatory efforts to raise awareness, generate ideas, cooperate and plan. It is the time to take action in the field. Finally, the promising solutions have been identified, and implementing them is an inspiring, stimulating step.

The implementation of major projects is done gradually, until all users and stakeholders are satisfied with the final results. The Act phase can last from a few weeks to several years, depending on the complexity of the issues and the scale of the work to be done.

This phase may involve planting flowers or shrubs to begin greening a public place or implementing traffic calming measures. For traffic calming, it may be appropriate to start with a pilot project or temporary measures. Temporary measures are simple changes that are inexpensive, easy to implement and reversible, such as painting lines and installing giant flower pots or movable bollards. This tests the effectiveness of the implemented measures and increases their chance of being accepted by the public before significant investments are put into making permanent changes.

### Ensure implementation is monitored

For projects where implementation is a long-term project (e.g., street redesign), a project monitoring structure should be put in place. This can be done by creating a monitoring committee made up of elected officials, municipal professionals, citizens, and other stakeholders from the participatory process. The committee will be mandated to establish an implementation plan to ensure that it advances and matches the proposals

made during the planning process. The committee will also be responsible for communications related to the project. It should also develop mechanisms to collect user feedback in order to understand how citizens feel about the changes made.



Credit: Google Street View, 2012 and 2014.

*Père-Marquette bicycle corridor in Québec City: Temporary trial design (photo 1) and permanent design (photo 2) of the intersection of Père-Marquette and Moncton.*

## Why ?

- Transform the vision developed by all stakeholders of the different project phases into a reality
- Correct situations identified as problematic by participants.
- Try out temporary measures or pilot projects in the field to find out whether the proposed solutions meet the needs expressed by users and make corrections if necessary.



### Remember

The participation of elected officials and municipal directors (or other responsible organizations) is important because they are the ones who will decide on allocating the human, financial and material resources necessary for implementation. This is also an opportunity for them to publicly commit to ensuring project follow-up and keeping citizens informed.

## Who ?

Different stakeholders are involved in project implementation depending on the type of project and setting. For greening projects, citizens can play an active role with project leaders to prepare the site and do the planting. This helps ensure that citizens take ownership of and maintain the new landscape design. Citizens can also be actively involved in projects in public places, e.g., the creation of a mural.

In the case of large-scale projects involving construction or major work (e.g., real estate development, modification of a street configuration, conversion of a public building) decision makers and urban planning professionals are responsible for implementation. It is up to them to establish, with project partners, the implementation plan, which includes the budget and schedule of completion. Making public commitments is a way to help maintain citizen mobilization.

## How ?

- Planting and caring for planted areas
- Public commitment by decision makers
- Creation of an implementation/monitoring committee
- Adoption of a resolution by city council confirming resource allocation
- Completion of pilot projects or temporary measures
- Permanent implementation of designs

## Example 1

### *Planting and plant care workshop in Longueuil*

The MUEC worked with Longueuil's municipal housing board to create urban cool islands at the Terrasse Georges-Jutras housing project, as part of the Vert chez nous project. Over a period of eight months, residents attended sessions covering information, consultation, idea-generation, and scenario assessment in order to define a landscape design plan. After all these steps, they were impatient to get their hands dirty!

Implementation of the plan began with a contractor performing the excavation and construction work and

planting large plants. But it was the residents themselves who provided the final touch through a planting workshop.

Participants were briefly trained on the best ways to plant and maintain the planted areas. Then, using gloves and shovels, they prepared the beds and put the plants in the ground. This meant that a part of the project was a direct result of their labour. The children, who were given “certificates of participation,” particularly enjoyed the activity.



*Everyone got their hands dirty at Terrasse Georges-Jutras!*

#### **Practical tips**

The plant care workshop is very important to ensuring the plants' survival. It is a great time to discuss the commitment required for this task with residents. It is also a good time to recruit leaders who will ensure, at least during the first season, that the plants are cared for. Care instructions left on site will serve as a reminder.

You can also have children contribute by inviting each of them to adopt a plant. This will make them proud, and they will take good care of their plant.

Take photos of the day! They will be important souvenirs for participants and good promotional tools for the project.

## Example 2

### *Creation of a monitoring committee in Parc-Extension*

MUEC worked with the community in the Parc-Extension neighbourhood (Montréal) to plan a Green Neighbourhood that promotes active transportation. To ensure the Green Neighbourhood plan would be implemented, the work committee became a monitoring committee.

The monitoring committee is comprised of municipal elected officials and professionals, representatives of community organizations, public health professionals, police officers, citizens, and merchants. The committee's mandate is to:

- Ensure the co-operation needed to carry out implementation measures;
  - Identify levers to facilitate implementation (funding possibilities, scheduled road repair work, contribution from external sources, etc.);
  - Advise the Villeray-Saint-Michel-Parc-Extension Borough and the City of Montréal, which are responsible for implementing the design projects;
  - Ensure communication about the project with citizens and other stakeholders.
- Three work subcommittees were created for “traffic and design,” “mobilization and awareness-building,” and “economics.” Their actions included:
- A survey of customers of businesses on Jean-Talon Street West;
  - Raising merchants’ awareness of the importance of active transportation for the economic vitality of the neighbourhood;
  - Pedestrian and cyclist counts in the Jean-Talon underpass;
  - The creation of green mini-plazas by the Borough and its partners;
  - Bicycle collection and setting up bicycle mechanic workshops.



*Members of the Parc-Extension Green Neighbourhood Monitoring Committee.*