
To: York Region Rapid Transit Corporation Board of Directors
From: Mary-Frances Turner, President
Subject: **VivaNext 2011 Communication Plan**
Ref: YORK-#3334631-v3

Recommendation

It is recommended that:

1. The Board endorse the VivaNext 2011 Communication Plan.

Purpose

The purpose of this report is:

- To provide the Board with an overview of the communication strategies, objectives, goals and tactics related to vivaNext activities in 2011 and seek their endorsement.

Background

The rapidway segments are in different stages of preliminary engineering, property acquisition and construction

- Yonge Street: Highway 7 to 19th Avenue:
 - Surveyors are confirming property lines
 - Property acquisition underway
 - Construction from Highway 7 to Major Mackenzie starts in 2012; and from Levensdale Road to 19th Avenue/Gamble Road in 2016
- Highway 7: Helen Street to Yonge Street:
 - Surveyors are confirming property lines
 - Property acquisition underway
 - Construction starts in 2015

- Vaughan Metropolitan Centre:
 - Preliminary engineering is underway
 - Surveyors are confirming property lines
 - Property acquisition underway
 - Construction starts in 2012
- Highway 7: Yonge Street to Warden Avenue:
 - Design-build contract awarded
 - Temporary traffic signals installed and utilities being relocated
 - Roadway construction underway
- Enterprise Boulevard:
 - Warden Station is in service
 - First rapidway segment and new rapid transit station to open
- Davis Drive: Yonge Street to Roxborough Drive:
 - Construction on retaining walls and Keith Bridge underway
 - Utility relocation to begin shortly
 - Main construction contract soon to be awarded
 - Construction starts in 2011
- Yonge Street: Mulock Drive to Davis Drive
 - Preliminary design is underway
 - Property acquisition gets underway in 2011
 - Construction starts in 2014

Communication activities for funded rapidway projects will become part of the individual design-build contracts

- Every year, YRRTC creates a communication plan to address the needs of funded projects, unfunded projects and broad public communications.
- As each design-build contract is awarded for rapidway construction, a communication work program is included in the tender.

The vivaNext 2011 communication plan has three main purposes

1. Guides the individual construction communication activities undertaken by corridor as a work program under the design-build contracts.
2. Provides communication activities to support property acquisition and other funded projects (e.g., Spadina Subway extension, Cornell Terminal and Operations, Maintenance and Storage Facility, etc.).
3. Delivers a broad outreach communication program to educate and inform residents and businesses throughout York Region.

Analysis

The main focus of the VivaNext 2011 Communication Plan (see Attachment 1) is to mitigate disruptions, anticipate and alleviate the inconvenience of construction and provide meaningful and beneficial communications to the public that provides context

- Based on the delivery of other transit projects in North America, providing frequent, timely, relevant and accurate information about the construction activity, impacts and why they are being inconvenienced is a critical success factor.

Strategies have been formulated in response to the information needs of various stakeholders

Primarily:

- To provide frequent, timely, practical and accurate information about the construction activity and impacts on a regular and predictable basis to all groups who will be affected.
- To develop proactive and personal communication approaches which will help the community and drivers cope with construction and its impacts.
- To strengthen relations with businesses and tenants, and quickly respond to their needs and concerns.
- To increase knowledge sharing and establish efficient processes with personnel from Transportation Services and Corporate Services; providing project information that may affect transit operations, roadway maintenance or other announcements by York Region.
- To mitigate complaints/disruptions to people's routines; manage public's expectations.

Secondarily:

- Link in minds of the public that the construction activity in various segments is all part of a bigger plan (vivaNext) to help shape our growing communities – not isolated projects.
- Identify the vivaNext plan as an important component of Metrolinx's mandate to improve regional transit in the GTHA, and highlight the funding relationship between vivaNext and Metrolinx.

- Educate the public at large about the long-term vision, why vivaNext is important and significant to the Region's future, and how it plays a key role in a GTHA regional transit network.
- Excite the public about the future benefits, build civic pride and encourage public support.

Objectives have been identified to measure effectiveness and guide decisions related to communications activities

- The first objective is to ***mitigate disruption, build trust and gain support*** among area residents, businesses and property owners.
 - Mitigating disruptions, building trust and gaining support in 2011 will play an important role as the projects move forward over the next several years.
 - The effectiveness, appearance, deployment and responsiveness of communications will reflect on the overall management of the construction project.
- The second objective is to ***gain the public's understanding*** and forgiveness (goodwill) regarding traffic delays, noise and other disruptions caused by the project activity.
 - The construction activity planned for 2011 will cause disruptions to area businesses/tenants, traffic delays and will heighten the public's curiosity as to what's happening.
 - It's important to foster a trusting and responsive relationship with the public to quickly mitigate and respond to their concerns.
- The third objective is to ***increase knowledge sharing*** with YRTViva, Corporate Services and Transportation Services.
 - Construction activity and deployment of its communications may impact the day-to-day operations, maintenance and corporate activities within The Regional Municipality of York – and vice versa.
 - Coordination, information flow and effective processes are key.
- The fourth objective is to ensure the ***main information portal is user-friendly***, comprehensive and using the latest technology and applications.
 - People prefer to receive information electronically in different ways – visuals, e-mail, text, tweet, web app, search engines etc.
 - To meet their needs and to be more successful in reaching our target audiences, our Internet-based communications tools need to reflect that construction projects are underway and that frequent updates are being provided.
- The fifth objective is to ***educate the public at large*** about why the vivaNext rapid transit plan is important and significant to the Region's future.
 - Traffic gridlock and urban sprawl continue to concern residents.

- Broader communications need to show how vivaNext plays a key role in managing growth, shaping growing communities and providing alternative transportation choices while strengthening the GTHA regional transit network.

Goals have been set to ensure communications is being received, effective and acted upon

- The communications plan will be considered a success if:
 - Negative feedback is minimal; communications well received;
 - community awareness increased by more than 12%;
 - understanding increased by more than 5%;
 - support increased by more than 5%;
 - subscribers to e-updates increased by more than 10,000;
 - positive feedback was received from stakeholders; and
 - York Region personnel were well informed and experienced limited surprises.

Several tactics will be deployed to achieve the communications objectives and goals, including:

- Construction materials for public distribution
 - Project newsletters, bulletins, brochures, fact sheets, illustrations
- Public Outreach
 - Special events, small group meetings, corridor walks, presentations
- Signage
 - Electronic signs, open for business, wayfinding, point of sale
- Website and Social Media
 - Frequent updates, online tools, mobile apps, open conversations
- Advertising
 - Newspapers, radio, billboards, directories, transit
- Community Engagement
 - Community events, parades, open house events, on-street contacting
- Government Relations
 - Briefings, media events, FAQs
- Public Relations
 - Newsletters, banners, information boards, funding signage, media
- Business Support

- Ads, Chamber & Board of Trade events, ongoing liaison
- Internal Communications
 - Monthly coordination meetings, FAQs, briefings, issues management

Communication plans are implemented in consultation with Metrolinx under established protocols and procedures

- Schedule G, entitled, *Communications Protocol* to the Master Agreement, contemplates a Joint Communications Working Group and defines roles and responsibilities of each of the parties.
- Project and communication activities are actively communicated through the Joint Communications Working Group, with updates provided to the Board in through quarterly reports.

Financial Implications

- As per the Capital Cost Eligibility Criteria schedule to the Master Agreement with Metrolinx, project communications related to project expenditures that are eligible for Metrolinx funding is within the \$1.4 billion envelope.

Conclusion

- Comprehensive communications activities will be coordinated and deployed to mitigate disruptions, anticipate and alleviate the inconvenience of construction and provide meaningful and beneficial communications to the public that provides context.

For more information on this report, please contact, Dale Albers, Chief Communications Officer, York Region Rapid Transit Corporation at 905-886-6767, Ext. 1020.

Mary-Frances Turner
President

April 18, 2011

Attachments (1)

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VivaNext 2011 Communication Plan

INTRODUCTION

Since the introduction of bus rapid transit in 2005, Viva has attracted widespread recognition and support from people in York Region for its comfort and convenience. With government funding now approved for the construction of rapidways, Viva has added “fast” to the benefits it offers.

As been found in other major cities, rapid transit has a profound impact on the shape and liveability of urban areas. Following the concept of “transit oriented development,” new development is likely to cluster around transit routes, resulting in new destinations that are accessible by transit. And with the development of a regional rapid transit system, people will be able to move around York Region and into the GTHA more quickly and easily than ever before, improving the quality of life for all residents.

This next phase of Viva, including the construction of rapidways, subways, urban design elements and its anticipated affect on shaping growth in York Region, is collectively referred to as “vivaNext.”

The subways, rapidways and new urban design improvements planned for Newmarket, Vaughan, Richmond Hill and Markham will result in multi-generation benefits for those who live and/or work in York Region. As York Region continues to grow, these improvements will help shape urban renewal along its vital corridors with attractive, pedestrian-friendly places for people to live, work, shop and play.

But roadway construction and disruption to people's routines comes first, taking place in various segments over the next nine years. And not everyone who experiences the construction-related disruptions will benefit from the vivaNext project, such as commuters from neighbouring Regions. Providing frequent, timely, relevant and accurate information about the construction activity, impacts and why they are being inconvenienced is a critical success factor.

This communication plan sets the overall strategy and objectives from which detailed construction communication plans will be developed. With this direction, a communications scope of work is included in the construction tender as part of the procurement process. The communications scope of work is awarded to a sub-contractor and is managed on an ongoing basis throughout the project by YRRTC and the main contractor. The communication consultants will develop a more detailed construction communication plan and are responsible for its deployment.

As some aspects of the vivaNext plan are unfunded, and funded projects are at various stages in different communities, there is a need for a consistent, broad presence throughout York Region that continues to weave in the vivaNext purpose, benefits and build civic pride. This is especially true since property acquisition is continuing and some main construction contracts have yet to be tendered for segments where early construction activity is already underway. This communication plan also captures those communication requirements.

The main focus of the communication plan is to mitigate disruptions, anticipate and alleviate the inconvenience of construction on their daily lives, and provide meaningful and beneficial communications to the public that gives perspective. Through continuous coordination and timely information sharing between internal stakeholders, the communication activity will help manage the construction irritants.

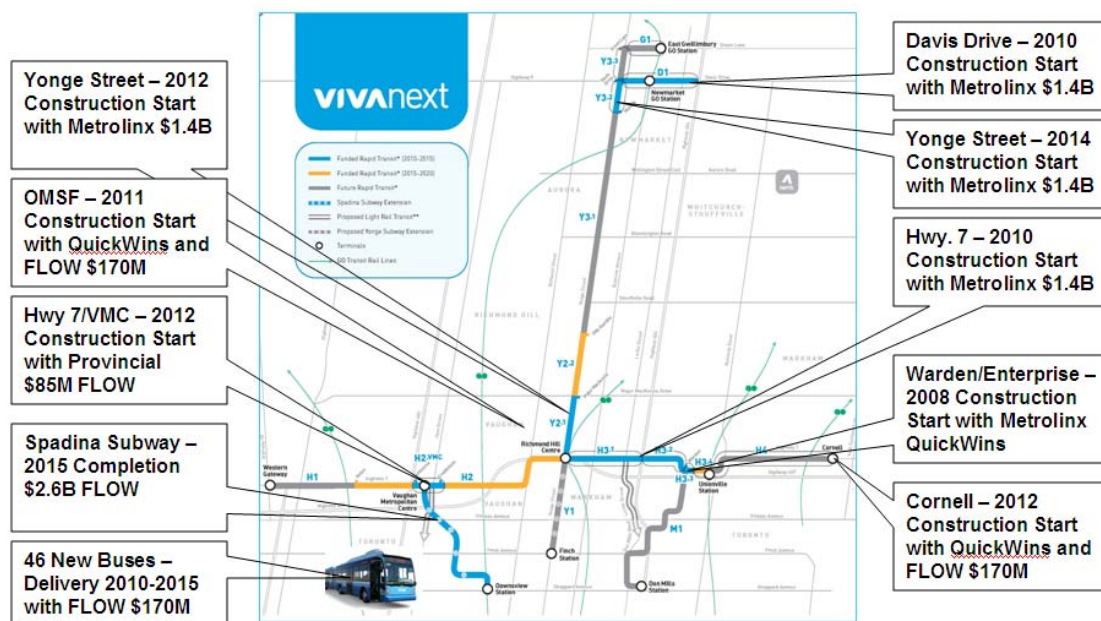
NEEDS ANALYSIS

- Provide frequent, timely, practical and accurate information about the construction activity and impacts on a regular and predictable basis to all groups who will be affected
- Develop proactive and personal communication approaches which will help the community and drivers cope with construction and its impacts.
- Strengthen relations with businesses and tenants, and quickly respond to their needs and concerns.
- Increase knowledge sharing and establish efficient processes with personnel from Transportation Services and Corporate Services at The Regional Municipality of York, providing project information that may factor into their communication activities in relation to transit operations, roadway maintenance or other announcements by York Region.
- Mitigate complaints/disruptions to people's routines; manage public's expectations.

Secondarily:

- Link in minds of the public that the construction activity in various segments is all part of a bigger plan (vivaNext) to help shape our growing communities – not isolated projects.
- Identify the vivaNext plan as an important component of Metrolinx's mandate to improve regional transit in the GTHA, and highlight the funding relationship between vivaNext and Metrolinx.
- Educate the public at large about the long-term vision, why vivaNext is important and significant to the Region's future, and how it plays a key role in a GTHA regional transit network.
- Excite the public about the future benefits, build civic pride and encourage public support.

BACKGROUND INFORMATION



S.W.O.T. ANALYSIS

Strengths

- Positive awareness of Viva brand
- Existing support for fixing gridlock; research shows traffic congestion is high on residents' concerns
- Increasing media interest in the need to curb sprawl and smart growth
- Awareness and understanding is high among impacted property owners and tenants
- We have a clear plan to implement rapid transit that is actually funded and being implemented
- Community Liaison Specialist has begun to forge positive relations with Richmond Hill Chamber, Markham Board of Trade, impacted business owners and tenants
- Careful construction planning has enabled all traffic lanes to remain open most of the time
- York Region's pilot project using Bluetooth technology enables real-time travel information to be collected and communicated to the travelling public
- Successfully managed the property acquisition, demolition and recycling work on D1
- Maintained community engagement activities
- Launched and segmented e-updates so people can receive information about specific projects

Weaknesses

- Lack of widespread awareness and understanding of vivaNext throughout the Region
- VivaNext is a complex story to tell requiring more time and effort to gain understanding
- Unless directly impacted, vivaNext is not very interesting on the surface to most people
- Current engagement levels are low but increasing on Facebook, Blog, Twitter and YouTube
- The corridor is already very congested, with few alternate routes. Construction is likely going to significantly disrupt travel for many people, over a long period of time.
- Reaching audiences that originate in varying locations will require a variety of approaches.

Opportunities

- More construction activity will be underway in 2011 leading to more curiosity from the public
- Warden Station is open and operational; a prototype to showcase
- Use visuals to more easily gain people's understanding of the vision and benefits
- Leverage technology to reach key audiences, mitigate complaints and manage expectations
- Construction of the rapidways provide an opportunity to create a new sense of civic pride
- Communication related to construction and its impacts, provides a concurrent opportunity to inform people about the project's vision and benefits

Threats

- People's routines will start to be impacted as they travel in and out of construction zones
- Communications cannot trivialize the significance of the projects and its impacts
- Context too complex and/or technical for people to be interested in
- Media naturally attracted to report on negative stories and matters that are immediately impacting the community. Less interested in reporting on milestones, achievements or future benefits
- May receive complaints/enquires about construction activity that's unrelated to vivaNext projects
- Construction is going to seem endless, and not all construction stages will appear to result in any real progress or appear logical to the public
- Existing Viva and YRT commuters may find their rides are negatively affected

STRATEGIC ALIGNMENT

YRRTC's mission is to design and deliver an exceptional rapid transit system attracting, moving and connecting people to York Region's urban centres and destinations.

Our mission supports our vision where:

- People can move quickly, conveniently and reliably without a vehicle.
- Public transit is used extensively because it is attractive, easy to use, efficient and economical.
- People live, work, shop and play in close proximity to public transit.
- Employers locate in York Region because of its robust transit options for employees.
- Development and public transit are planned together to shape communities, support a sustainable future and promote energy conservation.

VivaNext is the rapid transit plan that stands for transformation, modernization, city building and shaping communities through the investment in transit infrastructure. That means construction! VivaNext has an end; elements that live on or are permanent fixtures belong to the Viva brand.

Construction communication will continue to reflect the Viva brand, but use new positioning and messaging. Message emphasis will shift according to the different construction phases and changing public perceptions that typically occur during a construction project. The communication activities will target different audiences through multiple, personal and repeated tactics while including public engagement and quickly addressing complaints and concerns.

Construction communications will be:

- direct, simple and clear; specific to what is real on the ground
- targeted to specific audiences with sensitivity towards their perception stage
- images are mainly construction specific and balanced with some lifestyle (80% / 20%)
- respectful and acknowledge the impacts of construction

Construction of each segment will take approximately three years. However, winter lulls won't show any progress or activity to the public and the commissioning stage may be perceived as an opening delay. Communications must recognize and be responsive to where the public's perceptions are during these various stages. For example:

Year 1	Year 2	Year 3	Commissioning
First Summer ➤ heavy work and disruptions a shock to commuters ➤ build trust and awareness ➤ show sensitivity to impacts, set expectations	Second Summer ➤ changing travel patterns; more aware ➤ businesses concerned ➤ sustain them; break the monotony of construction	Final Summer ➤ construction fatigue and total frustration; when will it end ➤ build excitement and show empathy ➤ manage expectations	➤ Construction completed but the system is not open ➤ Build anticipation for opening ➤ Educate on usage and new signal phasing
Winter ➤ public may forget ➤ need to keep the profile up	Winter ➤ disinterest and apathy ➤ hope it will end soon	Winter ➤ welcomed relief ➤ can't believe not done yet	Open ➤ finally open; looks great ➤ there's more to come!

Key elements to success –

- Frequent, timely, relevant and accurate information.
- Coordination of communication activities and messaging with YRTViva, Corporate Communications and Transportation Services
- Leverage technology to reach key audiences – at home, in car, in transit, walking etc.
- Heavy initial push to get people to sign up for e-updates – key for no surprises
- Organize public /celebration events to engage and inform people – face to face
- Provide business support campaigns that have lasting impact – brings customers back
- Once the project is nearing completion, educational messages are to be added.

Construction elements are branded by corridor using the Viva colours and are co-branded with Metrolinx to reflect their investment in vivaNext. The Viva blue colour is the corporate identification used predominantly on broad collaterals and after the project is completed and opened for service.

Branding colour distinction:

- Blue – Corporate Viva and vivaNext
- Green – Hwy. 7 East;
- Purple – Hwy. 7 West
- Pink – Yonge Street South
- Orange – Davis Drive/Yonge Street North (Newmarket)

KEY MESSAGES

For construction communications, the messages need to be provided within an overall framework of mitigating disruption with a commitment to keeping stakeholders informed:

- Tell what's happening, when, where, why and for how long
- Demonstrate competence in mitigating the disruption and keeping people informed
- Elicit feedback from businesses, commuters and other stakeholders
- Show sensitivity related to the impacts being caused

High level messages include:

- Construction is happening and we know it's going to be messy and inconvenient
- We promise to keep you informed, and help you cope
- We will reduce impacts wherever possible and schedule work accordingly
- We want to hear from you, tells us how we're doing and your concerns
- We know it's a significant project and important to the community's future, let's get through this together
- This is a complete rebuild of the corridor and will take years – please be patient

Corridor specifics that will shape positioning and messaging, based on our current understanding, are:

H3	H2	D1/Y2.3	Y2
- Urbanizing - Mix-use; policies in place - Buy-in high on live/work/ play concept with amenities catching up	- Subway driven - Industrial/ suburban - Commercial strip malls - Busiest road; noise and congestion	- Rural/suburban; single families - Local small businesses - Geographical impacts in a tight area - Regional hospital expanding	- Key n/s corridor with heritage sections - Largest transit use - commuter flow to Finch - Restaurants/ shopping and professional mix with towers - Evolving small businesses and car dealerships
Stakeholders - Diverse population - Commercial businesses and offices - Large developers/ landowners - Many Fortune 500 companies – Motorola, IBM, Honeywell, etc.	Stakeholders - Diverse population; many seniors - Small businesses - Industrial - Suburban communities with various outstanding issues	Stakeholders - High local impact - Regional Hospital - Small businesses - Large senior population - Low ethnic mix	Stakeholders - Diverse population - Mixed land use - Area under most development pressure - Large redevelopment projects may be happening at the same time
General positioning: Urbanizing in motion	General positioning: Shaping our growing communities	General positioning: A major transformation	General positioning: City building – urban gateway forming

The main vivaNext messages need to be provided within an overall framework of urban transformation and managing growth:

- why improvements are needed
- how it will unfold / what is changing / what benefits people can expect
- evidence that this transformation is well planned – before intensification instead of trying to fit it in afterwards
- broadly supported by the community – addressing traffic gridlock with other alternatives

Some key messages include:

- VivaNext provides options for the way to go, it puts the rapid in rapid transit by avoiding congested traffic so a faster, more reliable rapid transit service is provided.
- VivaNext helps shape the way to grow, enabling urban renewal of vital corridors with attractive, pedestrian-friendly places for people to live, work, shop and play.
- VivaNext also includes urban design elements such as wider sidewalks, plantings along the boulevard and street furniture.
- Improvements will be disruptive in the short-term with peaks and valleys of activity, but worth it for generations to come.

STAKEHOLDERS' NEEDS IDENTIFICATION

At some point, every resident, worker and elected official in York Region will have an interest in or be affected by vivaNext. Some of their needs are identified below:

Customers:

- Easy access to route information – temporary station locations, arrival times, service disruptions etc.
- Updates on construction activity to help their trip planning
- Opportunities to engage in dialogue, ask questions and express concerns

Government:

- Updates on construction activity and overall project schedule
- Access to updated FAQ's
- Printed collateral for public distribution at their offices
- Contact information to direct and/or respond to enquiries from their constituents
- Opportunities to highlight milestones throughout the project

Media:

- Access to knowledge experts for print, broadcast and online mediums
- Access to information such as Fact Sheets, maps, photos, video, construction sites etc.
- Updates on construction activity and schedule
- Reaction to issues, complaints, disruptions etc.

Employees:

- Updates on current construction activity and what's coming next
- Team building and motivation opportunities; recognition/appreciation for their work
- Easy access to general project information
- Advanced knowledge of closures, detours, events, potential issues etc.
- Understanding of Emergency and Communication protocols

Senior Management:

- Activity reports and situation briefings
- Included in the e-update notifications
- Access to updated FAQ's, printed materials and graphics

Public:

- Advanced notice of lane closures
- Updates on construction activity to help plan or change their route
- Opportunities to engage in dialogue, ask questions and express concerns
- Information portals via Internet and portable devices that are comprehensive and intuitive

Impacted Businesses:

- Advanced notice of activities that could impact them
- Information they can pass on to their customers and employees about activities that could interfere with access and/or parking
- Signage to ensure people and suppliers know that they are open, and to clearly indicate any access changes
- Coordination of construction activities to minimize disruption to deliveries, special sales etc.

PROJECT GOALS

OBJECTIVES

The first objective is to mitigate disruption, build trust and gain support among area residents, businesses and property owners. It's hard to fully appreciate change when it's directly impacting your daily routine, even if that change will benefit you in the near future – such as repaving a roadway. Mitigating disruptions, building trust and gaining support in 2011 will play an important role as the projects move forward over the next several years. The effectiveness, appearance, deployment and responsiveness of communications will reflect on the overall management of the construction project.

The second objective is to gain the public's understanding and forgiveness (goodwill) regarding traffic delays, noise and other disruptions caused by the project activity. The construction activity planned for 2011 will cause disruptions to area businesses/tenants, traffic delays and will heighten the public's curiosity as to what's happening. It's important to foster a trusting and responsive relationship with the public to quickly mitigate and respond to their concerns. To help achieve this, a continuous flow of communications and public engagement is required throughout the project.

The third objective is to increase knowledge sharing with YRT/Viva, Corporate Services and Transportation Services. Construction activity and deployment of its communications may impact the day-to-day operations, maintenance and corporate activities within The Regional Municipality of York – and vice versa. Routine scheduled meetings will ensure personnel have the information they need to coordinate communications and guide their other activities.

The fourth objective is to ensure the main information portal is user-friendly, comprehensive and using the latest technology and applications. People prefer to receive information electronically in different ways – visuals, e-mail, text, tweet, web app, search engines etc.. To meet their needs and to be more successful in reaching our target audiences, our Internet-based communications tools need to reflect that construction projects are underway and that frequent updates are being provided. Materials will also provide a phone number so people can personally speak to someone about the projects.

The fifth objective is to educate the public at large about why the vivaNext rapid transit plan is important and significant to the Region's future. Traffic gridlock and urban sprawl continue to concern residents. The broader communications need to show how vivaNext plays a key role in managing growth, shaping growing communities and providing alternative transportation choices while strengthening the GTHA regional transit network.

PROPOSED TACTICS

CONSTRUCTION TACTICS

Tactics that build and maintain support for the project include:

- ☐ Public open houses, town halls and small group meetings
- ☐ On-site and personal communications
- ☐ Project newsletters distributed to all households
- ☐ A selection of collateral about the project for the public– brochures, fact sheets, illustrations, FAQs etc.
- ☐ Presentations for various stakeholder groups
- ☐ Advertisements and advertorials when appropriate

Tactics that address complaints and mitigate disruptions from construction activity include:

- ☐ Swift response to all enquiries, compliments and complaints
- ☐ Temporary way-finding signage for transit operations and businesses
- ☐ Construction bulletins and traffic advisories to give advanced notice
- ☐ On-street signage to provide notification to drivers and manage expectations
- ☐ Staff a local project information centre for drop-in information requests and complaints
- ☐ Ensure commitments made during EA are followed-through
- ☐ Frequent, ongoing liaison with impacted businesses

Tactics that maintain a flow of communications and public engagement throughout the project include:

- ☐ Electronic alerts, updates and look-ahead notices to stakeholders and those that signed-up for e-updates
- ☐ Frequent updates to the website and social media
- ☐ Visible and personal presence within the construction zone
- ☐ On-site public engagement activities that directly involve businesses and area residents
- ☐ Business support campaign that has lasting benefits
- ☐ Seek speaking engagements with community groups, including youth groups
- ☐ Walk corridor to personally deliver advanced notification to impacted businesses and residents
- ☐ Portable information boards placed in malls and other public gathering places

VIVANEXT TACTICS

☐ Public Relations

- ☐ Lightpole Banners – Continue seasonal on-street presence; along existing routes where poles are available pre/post utility relocation
- ☐ VivaNext Newsletter – Continue quarterly distribution; speaks broadly about all rapid transit projects
- ☐ Project Information Offices' Engagement – fun things/activities for young children so parents can focus on discussion with staff
- ☐ Fall Grassroots Awareness/Education Campaign – Launch next generation of "What Next" with advertising buy, updates to micro website, social media, etc.; campaign spread over a few months. New elements used in other collaterals.
- ☐ ByteMedia {Viva Onboard} – Hwy. 7 and Yonge lines; 1-30sec spot per half-hour; five months
- ☐ Promotions – Giveaways for engagement activities that also spread awareness/brand and broad-based sponsorship of community events (TBD)

- ❑ Seek opportunities for awards from trade and professional organizations
- ❑ Property Acquisition and Early Works Communications
 - ❑ Davis Drive (D1)
 - ❑ Hwy. 7 West (H2)
 - ❑ Operations Maintenance and Storage Facility (OMSF)
 - ❑ Yonge Street (Y2.1/Y3.2)
- ❑ Online Communications
 - ❑ Website redesign – to better communicate construction activity underway and make it easier for people to get and receive construction related information and updates.
 - ❑ Review social media and other online tools to better engage and respond to the public.
- ❑ Government Relations
 - ❑ Support ad hoc requests, profile milestones, prepare briefing documents and engage consultants as required
- ❑ Community Engagement
 - ❑ Vaughan Winterfest
 - ❑ Markham Spring Home Show
 - ❑ Aurora Street Festival
 - ❑ Canada Day Home Show
 - ❑ Woodbridge Italian Festival
 - ❑ Milliken Children's Festival, Markham
 - ❑ Transportation Fair, York University
 - ❑ Markham Fair
 - ❑ Santa Claus Parades – Vaughan, Richmond Hill, Newmarket, Markham and Aurora.
 - ❑ VivaNext Booth Opportunities – TBD
 - ❑ Earth Week – events at administration building
- ❑ Media Relations
 - ❑ Leverage milestones for mutual positive exposure, including opening of the Community Information Centre and resuming construction in the spring
 - ❑ Build-on pitching – Leverage existing news articles to add new information and perspective
 - ❑ Meet with editorial board to provide overview and address project specifics, if required
 - ❑ Provide traffic advisories to key traffic reporters.
- ❑ Collateral Assets
 - ❑ Research – external firm engaged to set the baseline of awareness, understanding and support of the project in the spring. Measurements taken annually, unless there's a requirement for a by-annual update
 - ❑ Research – to establish what current travel times are now before construction gets underway so we are better prepared to manage public perception
 - ❑ "What Next" – next generation of illustrated strips to use in the community and collaterals
 - ❑ Illustration and photography services initiated as needed
- ❑ Internal Communications
 - ❑ Corporate Communications to join monthly vivaNext/YRT coordination meetings
 - ❑ All existing channels of communications to be considered for sharing updates about the project and operations, when appropriate.
 - ❑ York Region staff on secondment to the project will continue to update their respective managers\Commissioners about project specific activity.

POST PROJECT REVIEW

The communications will be considered a success if:

- Negative feedback is minimal; communications well received.
- awareness increased by more than 12%;
- understanding increased by more than 5%;
- support increased by more than 5%;
- subscribers to "General Updates" e-updates increased by more than 10,000;
- positive feedback was received from stakeholders; and
- York Region personnel were well informed and experienced limited surprises.

PROJECT ESTIMATED COSTS

The overall budget is \$1,025,000, not including staff time, travel, training etc. as indicated in the 2011 approved budget.

Activity	Budget
Public Relations	\$200,000
Project Communications	\$400,000
Online Communications	\$150,000
Community Engagement	\$40,500
Government Relations	\$70,000
Collateral Assets	\$110,000
Contingency	\$54,500
Total	\$1,025,000