

THE CITY OF EDMONTON
PROJECT AGREEMENT
VALLEY LINE LRT – STAGE 1

Schedule 12

Public Communications and Public Engagement

***Edmonton Valley Line LRT – Stage 1
Project Agreement – Execution Version
Schedule 12 – Public Communications and Public Engagement
Date: February 8, 2016***

Schedule 12

Public Communications and Public Engagement

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1. PUBLIC COMMUNICATIONS AND PUBLIC ENGAGEMENT

1.1 Context of Public Communications and Engagement

(a) Purpose of Schedule and Section

This Schedule sets out the City's and Project Co's respective obligations regarding public communications and engagement activities during the Construction Period and the Operating Period in respect of the Project, including their roles and responsibilities in the production and execution of an effective public communication and engagement process. For greater clarity the obligations and responsibilities set out in Schedule 12 [*Public Communications and Public Engagement*] apply to all public communication and public engagement activities in relation to the Project.

This Section 1.1 [*Context of Public Communications and Engagement*] provides background in respect of the Project and the role of public communications and engagement therein to facilitate Project Co's understanding of the City's overall goals and objectives for public communications and engagement activities set out in the balance of this Schedule 12 [*Public Communications and Public Engagement*]. The provisions of this Section 1.1 [*Context of Public Communications and Engagement*] will be used by the City in its consideration of the manner in which Project Co undertakes its obligations in this Schedule 12 [*Public Communications and Public Engagement*].

(b) Nature of Public Communications and Public Engagement

- (i) public communications and engagement activities are undertaken by the City to ensure transparency in local government decisions, accountable delivery of municipal services, responsiveness to citizen needs and access to important information about civic services. Public communications and engagement activities serve to enhance relationships with the people the City serves; and
- (ii) Project Co should understand that public communications and engagement activities in this Schedule 12 [*Public Communications and Public Engagement*] will involve not only timely sharing of information about the Project with Communications Stakeholders but also an exchange of information with Communications Stakeholders. This latter type of communications and engagement will involve learning from Communications Stakeholders about conditions or issues that may affect the Project and which require appropriate consideration or action. It will also involve responding to comments and queries and appropriately incorporating input into the delivery of the Project Work. In undertaking many of its obligations in this Schedule 12 [*Public Communications and Public Engagement*] it is expected that Project Co will engage with Communications Stakeholders to provide information regarding its plans so as to ensure effective implementation of the Project Work.

(c) General Requirements

It is intended that the requirements of this Schedule 12 [*Public Communications and Public Engagement*] will ensure:

- (i) communications and engagement activities in respect of the Project occur throughout the Term;
- (ii) Project Co will develop and submit communication and engagement plans as set out in this Schedule 12 [*Public Communications and Public Engagement*]. Those plans will be presented to the City for review and approval, as required in this Schedule 12 [*Public Communications and Public Engagement*]. Once approved, Project Co will be responsible for the day-to-day implementation of the communications and engagement plans and related activities and will report its progress to the City as required in this Schedule 12 [*Public Communications and Public Engagement*], including through the Communications Working Group;
- (iii) Project Co will manage and facilitate the exchange of information with Communications Stakeholders to improve awareness and understanding about the Project;
- (iv) the City and Project Co act in an integrated and co-ordinated manner in respect of their respective communication and engagement activities;
- (v) Project Co will collaborate with the City when communications and engagement topics or issues relate to the City's communications and engagement activities, such as those related to the City's 311 system or the overall ETS Transit Network including transit fare and schedule information, lost and found and security;
- (vi) Project Co is responsible for day-to-day, routine media relations, unless otherwise directed by the City. The City will be responsible for Crisis Communications media relations and Project Co will provide appropriate support;
- (vii) as certain of the public communications and engagement activities undertaken by Project Co during the Construction Period will continue into the Operating Period, Project Co's public communications and engagement plans required by this Schedule 12 [*Public Communications and Public Engagement*] will anticipate this continuation, including how activities will be adjusted to account for the different requirements of the Operating Period, as compared to the Construction Period;

(d) General Outcomes

It is intended that the outcomes from the public communication and public engagement activities described in this Schedule 12 [*Public Communications and Public Engagement*] will include:

- (i) Communications Stakeholders are well informed regarding the value, benefits, localized impacts, progress and operations of the Project;
- (ii) Communications Stakeholders have opportunities to provide ongoing input about issues related to Design, Construction, Operation and Maintenance of the Project, and that feedback is considered and acted upon, as appropriate, in a timely and responsible manner by Project Co;
- (iii) the Project is embraced by Communications Stakeholders as an integral, and integrated, component of the ETS Transit Network;
- (iv) the Project is understood to be as an integral component of the City's long-term strategic plan: (http://www.edmonton.ca/city_government/city_vision_and_strategic_plan/transforming-edmonton-master-plan.aspx);
- (v) communications are delivered proactively to Communications Stakeholders regarding all Project Work in an open, transparent and effective manner through various communication means and mediums;
- (vi) planned and emerging communications opportunities are used to foster public and other Communications Stakeholders awareness regarding the Design, Construction, Operation and Maintenance of the Project;
- (vii) positive relationships are fostered and maintained with the public and other Communications Stakeholders, including communities and businesses that may be affected by Construction activities;
- (viii) maintaining transit ridership and transit-user satisfaction of the ETS Transit Network are appropriately considered during the Project Work;
- (ix) the public is well-educated on how to safely interact with the Project's low-floor street-running LRVs and associate Infrastructure;
- (x) relevant information is communicated to Communications Stakeholders in a timely manner regarding changes to Operations and/or to the balance of the ETS Transit Network and resulting impact to Communications Stakeholders during the conduct of Project Work;
- (xi) relevant information is communicated to Communications Stakeholders in a timely manner regarding changes to infrastructure for all transportation modes including motorists, cyclists and pedestrians during the Term;
- (xii) relevant information is communicated to Communications Stakeholders in a timely manner regarding restrictions or disturbances caused by Project Work, including but not limited to noise and vibration impacts, 24-hour work, access to or onto private property, air quality disturbance, or other similar issues;

- (xiii) all communications and engagement activities that are to be co-ordinated with the City should be consistent with the City's broader ETS Transit Network communication, engagement and outreach efforts by working in close partnership with the City throughout the Term; and
- (xiv) the Design & Construction Communications and Public Involvement Plan and the Operations & Maintenance Communications Plan and their implementation are effectively integrated and cohesive throughout the Term.

1.2 Lead versus Governing versus Support Roles

In this Schedule 12 [*Public Communications and Public Engagement*] the two primary roles involved in communications and engagement activities are the "lead role" or the "governing role".

- (a) A "lead role" means that a party has responsibility to develop and to implement approved public communications or engagement activities. In this Schedule 12 [*Public Communications and Public Engagement*], either Project Co or the City may have a lead role. Without limitation, it is acknowledged and agreed that the City retains a lead role in respect of the following public communications and engagement activities:
 - (i) the conduct of Crisis Communications;
 - (ii) the conduct of Existing Communication/Engagement Activities, in the circumstances described in Section 2.7 [*Engagement/Community Dialogue*] of this Schedule 12 [*Public Communications and Public Engagement*];
 - (iii) media relations activities, in the circumstances described in Section 4.1 [*Media Relations*] of this Schedule 12 [*Public Communications and Public Engagement*];
 - (iv) in relation to the City's 311 system;
 - (v) in relation to the entire ETS Transit Network including transit fare and schedule information, lost and found and security; and
 - (vi) marketing and branding activities for the ETS Transit Network, subject to Section 2.8 [*Branding*] of Schedule 5 [*D&C Performance Requirements*].
- (b) A "governing role" means that the City has the right to approve a public communications or engagement activity of Project Co. In this Schedule 12 [*Public Communications and Public Engagement*], the City shall have a governing role in respect of all public communications and engagement activities notwithstanding that Project Co may have a lead role thereafter.
- (c) Where the City has a lead role for a public communications or engagement activity, Project Co may nevertheless be required to provide defined support and assistance to the City.

1.3 Communications Working Group

- (a) Not less than 10 Business Days after the Effective Date, the City and Project Co will establish, and will maintain throughout the Term, a joint liaison committee (the “**Communications Working Group**”) consisting of the City’s Representatives, and Project Co’s Representatives and such other members as the parties may agree from time to time.
- (b) The purpose of the Communications Working Group is to provide a formal forum for the parties to consult and cooperate in all matters relating to the communications and engagement activities described in this Schedule 12 [*Public Communications and Public Engagement*] during the Term and any member appointed to the Communications Working Group will not have any duties or obligations arising out of such appointment independent of such member’s duties or obligations to the party making such appointment.
- (c) The Communications Working Group:
 - (i) will only have authority as expressly delegated to it by the City and Project Co, and both parties will give reasonable consideration to delegating appropriate authority to permit efficient decision making with respect to the Project;
 - (ii) may strike, establish terms of reference for, delegate authority and appoint members having the necessary experience and qualifications to, such sub-committees as the Communications Working Group may determine are necessary from time to time and all such sub-committees will report to the Communications Working Group;
 - (iii) will establish protocols and procedures for undertaking the tasks and responsibilities delegated to it, including a co-operative and consultative process to review all documentation submitted to it in relation to the communications and engagement activities described in this Schedule 12 [*Public Communications and Public Engagement*];
 - (iv) may make recommendations to the parties on all matters relating to the communications and engagement activities described in this Schedule 12 [*Public Communications and Public Engagement*], which the parties may accept or reject in their complete discretion; and
 - (v) will have no authority to agree to any amendments or to give any waivers of this Agreement.
- (d) Subject to the provisions of this Agreement, the members of the Communications Working Group may adopt such procedures and practices for the conduct of the activities of the Communications Working Group as they consider appropriate from time to time and:

- (i) may invite to any meeting of the Communications Working Group such other (non-voting) persons as a member may decide, provided that not less than every fourth meeting shall include the members of the Construction Period Joint Committee and the Operating Period Joint Committee as appropriate to observe and ensure that activities across the different committees are aligned; and
 - (ii) receive and review a report from any person agreed by the members of the Communications Working Group.
- (e) The Communications Working Group will meet at least once each 2 weeks during the Construction Period and at least once each 6 weeks during the Operating Period until the end of the Term at a location provided by Project Co at or near the Site (unless otherwise agreed by its members) and from time to time as necessary. If any member of the Communications Working Group requests an additional meeting, the parties will act reasonably in accommodating this request. During high activity periods of the Project Work, the City may require the frequency of Communications Working Group meetings to be increased to ensure that the City and Project Co are effectively aligned on the status of all communications and public engagement activity.
- (f) Not less than 3 Business Days prior to each meeting of the Communications Working Group, Project Co shall deliver the following to the City's Representative:
 - (i) a summary of ongoing and future planned communications and engagement activities that are consistent with the then-applicable Design & Construction Communications and Public Involvement Plan or Operations & Maintenance Communications Plan;
 - (ii) a summary of all planned communications and engagement activities over the next 60 days;
 - (iii) a summary of progress and performance on the implementation of the Design & Construction Communications and Public Involvement Plan or Operations & Maintenance Communications Plan, including relevant information regarding interaction and/or crossover with other City activities for consideration, discussion and comment by the Communications Working Group;
 - (iv) without altering or limiting the City's review and approval rights, drafts of updated Design & Construction Communications and Public Involvement Plan(s) or Operations & Maintenance Communications Plan(s) for consideration, discussion and comment by the Communications Working Group;
 - (v) copies of ongoing evaluation/lessons learned reports as detailed in Section 1.12 [*Evaluate and Incorporate*] of this Schedule 12 [*Public Communications and Public Engagement*] for consideration, discussion and comment by the Communications Working Group; and

- (vi) details of all communications and engagement activities in respect of the System required to be completed by the City (if any).
- (g) Meetings of the Communications Working Group will be convened on not less than 3 Business Days' notice (which will also identify the agenda items to be discussed at the meeting) provided that in an emergency, or as otherwise deemed necessary, a meeting may be called at any time on such notice as may be reasonable in the circumstances. Under these circumstances where a meeting is convened with less than 3 Business Days notice, Project Co. will not be required to deliver the materials listed in Section 1.3 (f) [*Communications Working Group*] of this Schedule 12 [*Public Communications and Public Engagement*]. The Communications Working Group will be chaired by a representative of the City unless the City requires that a representative of Project Co chair the Communications Working Group.
- (h) Project Co shall keep minutes of all recommendations and meetings of the Communications Working Group and circulate such minutes to the City within 5 Business Days of the making of the recommendation or the holding of the meeting.

1.4 Communications Manager

During the Term, Project Co shall employ a Communications Manager who shall, irrespective of such person's other responsibilities, have defined authority for developing and implementing the Design & Construction Communications and Public Involvement Plan and the Operations & Maintenance Communications Plan. The Communications Manager may be either a full time role or a part time role, provided that such part time position does not impair or compromise the performance of the responsibilities required of the Communications Manager. The Communications Manager shall be a Key Individual subject to the requirements of Schedule 26 [*Representatives and Key Individuals*].

Without limiting the generality of the foregoing, the job specification and responsibilities of the Communications Manager shall include the following:

- (a) a minimum of ten (10) years' experience of corporate communications or public affairs in a corporate, public service, political and/or agency environment;
- (b) extensive experience in developing and implementing strategic communications and marketing plans;
- (c) demonstrated negotiation, problem-solving and priority-setting abilities;
- (d) demonstrated experience in issues and crisis management, and in managing sensitive and complex issues;
- (e) demonstrated experience with technology tools necessary for communications and engagement activities;

- (f) demonstrated experience integrating digital and traditional communications and delivering services to audiences via multiple technologies including social media;
- (g) demonstrated strong media relations skills, along with knowledge of how to communicate public policy issues;
- (h) demonstrated dynamic leadership, decision-making and strategic positioning skills that complement exceptional business expertise;
- (i) Strategic thinker experience with attention to detail, deadlines, process & project management;
- (j) demonstrated management experience in a team environment;
- (k) demonstrated outstanding verbal and written communication skills; and
- (l) demonstrated ability to work in a fast-paced and fluid environment, multi-task and handle pressure situations.

1.5 Communications Stakeholders

The following persons are “Communications Stakeholders” for the purposes of the Agreement:

- (a) residents of Edmonton;
- (b) Passengers and other transit system users of the ETS Transit Network;
- (c) drivers, pedestrians, bicyclists, and users of active transportation modes;
- (d) landowners, business owners and residents along the LRT Corridor;
- (e) City staff, City Council and advisory boards;
- (f) medical, educational and other public institutions;
- (g) mainstream news media and citizen journalists;
- (h) the Persons listed in Appendix 12B [*Stakeholder Commitments*] to this Schedule 12 [*Public Communications and Public Engagement*];
- (i) the Contribution Agreement Parties;
- (j) Emergency Services;
- (k) other Governmental Authorities;
- (l) accessibility groups; and
- (m) citizen working groups and others as identified by the City at any time.

1.6 Plan Requirements

- (a) Table 1.6 of this Schedule 12 [*Public Communications and Public Engagement*] sets out the plans which Project Co is required to produce under this Schedule 12 [*Public Communications and Public Engagement*], the due dates for production of those plans and the time period to which those plans shall relate.
- (b) Notwithstanding any review or comment thereon provided at the Communications Working Group, all plans, and subsequent updates thereto, are to be submitted to the City pursuant to Schedule 2 [*Submittal Review Procedure*].
- (c) The first Design & Construction Communications and Public Involvement Plan shall be based upon and have obligations on Project Co that are no less onerous than those included in the Proposal Extracts. Subsequent updates to the Design & Construction Communications and Public Involvement Plan shall be based upon and have obligations on Project Co that are no less onerous than the immediately preceding approved Design & Construction Communications and Public Involvement Plan, unless the City otherwise agrees pursuant to Schedule 2 [*Submittal Review Procedure*].
- (d) The first Operations & Maintenance Communications Plan shall be based upon and have obligations on Project Co that are no less onerous than comparable requirements and activities included in the immediately preceding approved Design & Construction Communications and Public Involvement Plan. Subsequent updates to the Operations & Maintenance Communications Plan shall be based upon and have obligations on Project Co that are no less onerous than the immediately preceding approved Operations & Maintenance Communications Plan, unless the City otherwise agrees pursuant to Schedule 2 [*Submittal Review Procedure*].
- (e) References to the Design & Construction Communications and Public Involvement Plan and the Operations & Maintenance Communications Plan in this Schedule 12 [*Public Communications and Public Engagement*] shall be to the then-approved plan and include all approved updates thereto.
- (f) The Design & Construction Communications and Public Involvement Plan and the Operations & Maintenance Communications Plan must comply with, be based upon and be implemented in accordance with Good Industry Practice.
- (g) Additional requirements for each plan are set out in Section 2 [*Design & Construction Communications and Public Engagement*] and Section 3 [*Operations and Maintenance Communications*] of this Schedule 12 [*Public Communications and Public Engagement*].

Table 1.6

Schedule Section	12	Plan Name	Due Date	Time Period
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2	Design & Construction Communications and Public Involvement Plan	<p>Due Date: No later than 20 Business Days after the Effective Date</p> <p>Evaluation of Plan: Evaluation of the plan pursuant to Section 1.12 [<i>Evaluate and Incorporate</i>] on such dates as are agreed upon by the Communications Working Group, provided that the plan will be evaluated not less than once per calendar year during the Construction Period.</p> <p>Update to Plan: Update of the plan on such dates as are agreed upon by the Communications Working Group, provided that the plan will be updated not less than once per calendar year during the Construction Period.</p>	Construction Period
3	Operations & Maintenance Communications Plan	<p>Due Date: No later than 60 Business Days prior to the commencement of the Operating Period.</p> <p>Evaluation of Plan: Evaluation of the plan pursuant to Section 1.12 [<i>Evaluate and Incorporate</i>] on such dates as are agreed upon by the Communications Working Group, provided that the plan will be evaluated not less than once per calendar year during the Operating Period.</p> <p>Update to Plan: Update of the plan on such dates as are agreed upon by the Communications Working Group, provided that the plan will be updated not less than once per calendar year during the</p>	Operating Period

		Operating Period.	
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1.7 Public Engagement versus Public Involvement

Throughout this Schedule 12 [*Public Communications and Public Engagement*], the term “public engagement” is used to refer to certain Project Co activities in the Schedule aimed at connecting with Communications Stakeholders in a two-way dialog to share information and engage with them about the Project, its Design, Construction, Operation and Maintenance. The aim of these activities is to effectively deliver on the City’s policy entitled “Public Involvement” (Policy C513) (http://www.edmonton.ca/city_government/documents/C513.pdf). While the term “public engagement” is the preferred term in this Schedule 12 [*Public Communications and Public Engagement*], in order to comply with this policy, the Design & Construction Communications and Public Involvement Plan includes the words “public involvement”.

1.8 Communication Methods and Techniques

A variety of communication methods and techniques shall be applied by Project Co as part of each public communication and engagement activity, and these communication methods and techniques shall be expressly described in each of the Design & Construction Communications and Public Involvement Plan and the Operations & Maintenance Communications Plan. The communication methods and techniques employed may include, but are not limited to the following:

- (a) printed and electronic materials;
- (b) web-based and social media tools;
- (c) information telephone lines;
- (d) e-mail and/or text notification;
- (e) direct mail;
- (f) public advertising;
- (g) media releases;
- (h) media interviews;
- (i) community engagement centre(s)/site office(s);
- (j) public meetings and citizen working groups;
- (k) Communications Stakeholder meetings and tours;
- (l) station and or site posters/boards;
- (m) public address systems in facilities (audio or video);

- (n) photos/videos;
- (o) any other methods and techniques described in Appendix 12A [*Response Times, Methods and Techniques*] to this Schedule 12 [*Public Communications and Public Engagement*]; and
- (p) others, as appropriate.

1.9 Communication Response Requirements

- (a) Each of the Design & Construction Communications and Public Involvement Plan and the Operations & Maintenance Communications Plan shall include response times, methods and techniques for each communication method and technique undertaken by Project Co ("**Communication Response Requirements**"), which response times, methods and techniques shall:
 - (i) include parameters for classifying the type, method and source of inquiry;
 - (ii) comply with and integrate the minimum requirements set out in Appendix 12A [*Response Times, Methods and Techniques*] to this Schedule 12 [*Public Communications and Public Engagement*], provided that Project Co may include more onerous requirements in a Design & Construction Communications and Public Involvement Plan and the Operations & Maintenance Communications Plan;
 - (iii) comply with and integrate the communications and engagement commitments made to Communications Stakeholders set out in Appendix 12B [*Stakeholder Commitments*] to this Schedule 12 [*Public Communications and Public Engagement*], provided that Project Co may include more onerous requirements in a Design & Construction Communications and Public Involvement Plan and the Operations & Maintenance Communications Plan;
 - (iv) in the case of the first Design & Construction Communications and Public Involvement Plan, have standards of safety, reliability, durability, performance or service no less onerous than those included in the Proposal Extracts;
 - (v) in the case of the first Operations & Maintenance Communications Plan, have standards of safety, reliability, durability, performance or service no less onerous than those included in the immediately preceding approved Design & Construction Communications and Public Involvement Plan;
 - (vi) in all other cases, have standards of safety, reliability, durability, performance or service no less onerous than those which applied under the immediately preceding approved Design & Construction Communications and Public Involvement Plan or Operations & Maintenance Communications Plan, as applicable; and

(vii) otherwise be based upon and in accordance with Good Industry Practice, unless the City otherwise agrees pursuant to Schedule 2 [*Submittal Review Procedure*].

- (b) The City may periodically, at its discretion, adjust the Communication Response Requirements required for each communication response time, method and technique pursuant to, and in accordance with, the process and timelines outlined in Schedule 13 [*Changes*].

1.10 Technological Improvements

Project Co shall monitor and keep up to-date on all technological developments and improvements which may have a beneficial effect on public communication and engagement or improve Project Co's ability to give effect to the provisions of this Schedule 12 [*Public Communications and Public Engagement*]. If there is any technological development or improvement which, taking into account the financial viability of implementing any such development or improvement as determined by Project Co, can improve Project Co's ability to provide communication and public engagement under this Schedule 12 [*Public Communications and Public Engagement*] and/or improve Project Co's ability to give effect to the provisions hereof, Project Co shall submit the proposed development or improvement under Schedule 2 [*Submittal Review Procedure*]. The City may periodically, at its discretion, request that Project Co investigate and/or incorporate certain technological improvements that the City has determined will have a beneficial effect on communication and public engagement activities pursuant to Schedule 13 [*Changes*].

1.11 City Administrative Procedures and Policies

Project Co acknowledges that the following City policies are included in the definition of "City Policies" for the purposes of Section 13.6 [*Designated Change in Laws, Policies and Permits*] of the Agreement.

- (a) Policy C420 – Corporate Communications
(http://www.edmonton.ca/for_residents/C420.pdf)
- (b) Policy C513 – Public Involvement
(http://www.edmonton.ca/city_government/documents/C513.pdf)
- (c) Administration Directive A1446 – Media Relations Management
(http://www.edmonton.ca/city_government/documents/A1446_Media_Relations_Management_Dir.pdf)

1.12 Evaluate and Incorporate

- (a) Each of the Design & Construction Communications and Public Involvement Plan and the Operations & Maintenance Communications Plan is a living document and as such must be flexible to change in response to events and lessons learned during the Term. As such, Project Co shall:

- (i) include a methodology for evaluating the implementation and effectiveness of each Design & Construction Communications and Public Involvement Plan and Operations & Maintenance Communications Plan;
 - (ii) on an ongoing basis, solicit feedback from Communications Stakeholders on the effectiveness of communications and engagement initiatives;
 - (iii) continually evaluate the effectiveness of all public communications and engagement initiatives as well as identify opportunities to improve service, operations and/or mitigate issues;
 - (iv) explore opportunities to integrate into its website new technological tools and/or social media platforms on at least a quarterly basis;
 - (v) conduct, at least annually, a detailed “lessons learned” study to evaluate and report on communication effectiveness prior to each annual update of the Design & Construction Communications and Public Involvement Plan or Operations & Maintenance Communications Plan, as applicable;
 - (vi) solicit public feedback using a variety of methods (such as surveys, focus groups or one-on-one interviews); and
 - (vii) include in the Design & Construction Communications and Public Involvement Plan or the Operations & Maintenance Communications Plan, as applicable, a schedule and methodology for implementing the foregoing solicitations, evaluations and studies.
- (b) Results of all feedback solicitation activities listed above shall be analyzed and evaluated by Project Co and brought to the attention of the Communications Working Group with a list of recommended changes to the Design & Construction Communications and Public Involvement Plan or Operations & Maintenance Communications Plan for consideration and discussion. Recommendations that are integrated into an approved Design & Construction Communications and Public Involvement Plan or Operations & Maintenance Communications Plan, as applicable, shall be implemented at Project Co’s sole cost, unless it constitutes a Change in accordance with Schedule 13 [*Changes*].

2. DESIGN & CONSTRUCTION COMMUNICATIONS AND PUBLIC ENGAGEMENT

This section outlines the requirements for the Design & Construction Communications and Public Involvement Plan.

2.1 General Requirements

The Design & Construction Communications and Public Involvement Plan must:

- (a) address each relevant requirement of this Agreement and Schedule 12 [*Public Communications and Public Engagement*], including:

- (i) complying with First Nations consultation obligations, if any, pursuant to Section 19.2 [*Public Announcements, Communications and Engagement*] of the Agreement;
 - (ii) preparing an outline of the Passenger and Public Safety Outreach Program pursuant to Section 6.4.4 [*Passenger and Public Safety Outreach Program*] of Schedule 7 [*O&M Performance Requirements*] that highlights and briefly describes each section of the Passenger and Public Safety Outreach Program including the proposed approach to implementation. The final Passenger and Public Safety Outreach Program is to be prepared over time as the design is finalized and operations planning is developed such that Project Co may submit the Passenger and Public Safety Outreach Program in accordance with the timelines provided in Section 6.4.4 [*Passenger and Public Safety Outreach Program*] of Schedule 7 [*O&M Performance Requirements*];
 - (iii) complying with all communications and public advertising obligations outlined in Schedule 10 [*Environmental Performance Requirements*];
 - (iv) ensuring appropriate public communications and engagement occurrences, events, interactions and results are reported to the City and included in the registry maintained pursuant to Section 3.15 [*Claims Reporting and Settlement*] of Schedule 17 [*Insurance Requirements*];
 - (v) complying with the communications and engagement commitments made to Communications Stakeholders set out in Appendix 12B [*Stakeholder Commitments*] to this Schedule 12 [*Public Communications and Public Engagement*];
 - (vi) incorporating the communication and engagement methods and techniques described in Section 1.8 [*Communications Methods and Techniques*] of this Schedule 12 [*Public Communications and Public Engagement*], as appropriate; and
 - (vii) incorporating response requirements in Section 1.9 [*Communication Response Requirements*] of this Schedule 12 [*Public Communications and Public Engagement*], as appropriate;
- (b) describe clearly how, during the Construction Period, Project Co will:
- (i) communicate with Communications Stakeholders about all matters relating to the Interim Design and Final Design of the Infrastructure, the Gerry Wright OMF, Stops and Stations, and Vehicles including livery and interior design: Construction activities; multi-modal traffic flow and detours/closures; temporary access to Adjoining Lands, support of Crisis Communication; and publicly-distributable incident resolution announcements; and other matters related to the Project Work;

- (ii) ensure Communications Stakeholders have opportunities to provide ongoing input about issues related to Design, Construction, Operation, and Maintenance of the Project, and that feedback is considered and acted upon, as appropriate, in a timely manner by Project Co;
- (c) describe clearly how Project Co will:
- (i) develop a communications protocol, with input from the City, to ensure that all Project Co communication and engagement activities are co-ordinated and consistent with City activities and objectives in respect of the Project and the ETS Transit Network;
 - (ii) co-ordinate with the City in the implementation of the Design and Construction Communications and Public Involvement Plan;
- (d) ensure that with regards to all public communication and engagement activities undertaken by Project Co:
- (i) the activities shall, if advertised, be described as City activities or, if determined by the City, as joint City / Project Co activities;
 - (ii) the City is provided an opportunity to attend and/or participate, or to not attend or participate, at its discretion;
 - (iii) it is made clear to Communications Stakeholders that the public communications and engagement activities are undertaken for and on behalf of the City;
- (e) with respect to the Communications Manager and other personnel undertaking communications and engagement activities:
- (i) define the role and responsibilities of the Communications Manager;
 - (ii) establish integrated public communications and public engagement teams, including defining the roles and responsibilities for each team member and any third party that is anticipated to provide any aspect of the Project Co's responsibilities in this Schedule 12 [*Public Communications and Public Engagement*];
 - (iii) ensure sufficient personnel levels to fulfill Project Co's obligations in this Schedule 12 [*Public Communications and Public Engagement*];
 - (iv) provide sufficient personnel experienced in the following, as appropriate to their roles:
 - (A) sufficient communications experience and proficiency in dealing with personnel issues, public concerns/expectations, and political expectations accompanying a capital transportation project;

- (B) completion of appropriate International Association for Public Participation (or equivalent) training and knowledge of public engagement and mediation/facilitation best practices;
 - (C) experience making public information session presentations;
 - (D) experience managing social media platforms;
 - (E) experience supporting help desk/info-line services; and
 - (F) minimize undue personnel changes and turn-over;
- (v) all personnel members, including the Communications Manager, will be present in Edmonton either on a full-time basis or at such times and for such durations as are necessary to fully carry out their respective roles and obligations.
- (f) include the following components/sections, which are further described below:
- (i) Inquiry Management, as described in Section 2.3 [*Inquiry Management*] of this Schedule 12 [*Public Communications and Public Engagement*];
 - (ii) Crisis Communications, as described in Section 2.4 [*Crisis Communications*] of this Schedule 12 [*Public Communications and Public Engagement*];
 - (iii) Project Website, as described in Section 2.5 [*Project Website*] of this Schedule 12 [*Public Communications and Public Engagement*];
 - (iv) Social Media, as described in Section 2.6 [*Social Media*] of this Schedule 12 [*Public Communications and Public Engagement*];
 - (v) Engagement/Community Dialogue, as described in Section 2.7 [*Engagement/Community Dialogue*] of this Schedule 12 [*Public Communications and Public Engagement*];
 - (vi) Safety Programmes, as described in Section 2.8 [*Safety Programmes*] of this Schedule 12 [*Public Communications and Public Engagement*];
 - (vii) Site Access & Media Events, as described in Section 2.9 [*Site Access & Media Events*] of this Schedule 12 [*Public Communications and Public Engagement*];
 - (viii) North Saskatchewan River Valley and Ravine System and Other Environmental Obligations, as described in Section 2.10 [*North Saskatchewan River Valley and Ravine System and Other Environmental Obligations*] of this Schedule 12 [*Public Communications and Public Engagement*];
 - (ix) General Marketing & Outreach, as described in Section 2.11 [*General Marketing & Outreach*] of this Schedule 12 [*Public Communications and Public Engagement*];

- (x) Contribution Agreement Communications Obligations, as described in Section 2.12 [*Contribution Agreement Communications Obligations*] of this Schedule 12 [*Public Communications and Public Engagement*]; and
 - (xi) Media relations obligations, as described in Section 4 [*Media Relations*] of this Schedule 12 [*Public Communications and Public Engagement*].
- (g) incorporate all approved changes to communication techniques that arise from the regular communication effectiveness evaluation activities as outlined in Section 1.12 [*Evaluate and Incorporate*] of this Schedule 12 [*Public Communications and Public Engagement*].

2.2 Detailed Requirements

The Design & Construction Communications and Public Involvement Plan shall describe how Project Co will address the following detailed requirements in respect of the Project:

- (a) generate clear, consistent and accessible Design and Construction information for Communications Stakeholders;
- (b) communicate in a timely manner, by developing and delivering targeted communications as well as regular updates to inform Communications Stakeholders regarding the Design and Construction activities, anticipated disruptions, traffic interruptions, road closures, detours, sidewalk and pedestrian crossing impacts, trail and bike route disruptions, temporary detours and access to local businesses, temporary disruption of City services, noise and vibration impacts, 24-hour work, temporary access and remedial construction in respect of Adjoining Lands, restricted access to or onto property, air quality disturbance and other similar disruptions and restrictions. Particular attention should be paid to:
 - (i) subject to City approval, sharing Interim Design and Final Design plans and information with Communications Stakeholders;
 - (ii) communicating the scope, schedule and status of the Design and Construction activities;
 - (iii) communicating the scope, schedule and status of temporary access and Construction activities in respect of Adjoining Lands to owners and occupiers of such properties in a manner consistent with the “Community Improvement Program” or also known as the “Neighbourhood Renewal Program” as described in Section 4.15 [*Community Improvement Program*] of the Agreement;
 - (iv) communicating changes and temporary detours for pedestrian access to local businesses including signage to indicate that impacted business remain open and accessible;

- (v) proactively addressing any Design and Construction activity-related inquiries and issues via these communications (e.g. public inquiries and complaints about noise, hours of work, debris, etc.); and
- (vi) using a variety of tactics/media to disseminate this information, as appropriate.
- (c) provide updates to the City related to the management of local multi-modal traffic during Design and Construction, via the Communications Working Group at each meeting;
- (d) document Construction progress, at various Sites, using audio/visual techniques such as time lapse photography/videography, and publicly display, as well as regularly update, resultant photos/videos across all appropriate communications tools;
- (e) provide mobile-accessible notifications (e.g. SMS, Mobile Push Notifications or equivalent) to keep Communications Stakeholders informed of Construction developments; and
- (f) include a provision for a minimum of two (2) milestone events per year and a minimum of 15 open house sessions up to and including Service Commencement.

2.3 Inquiry Management

Project Co shall:

- (a) maintain a public inquiry tracking software system that will quantitatively and qualitatively track all communications and all responses provided regarding the Project;
- (b) develop an inquiry management protocol that will deal with and respond to inquiries, suggestions and complaints received from all Communications Stakeholders regarding the Project, during the Construction Term that are received via means other than the 24 hour emergency hot-line referred to in Section 7.5 [*Emergency Measures*] of Schedule 4 [*Design and Construction Protocols*];

This protocol should include, at minimum, site office(s), phone-based, web-based and e-mail-based access points and provide appropriate guidance for the redirection of calls on the hot-line that are not of an emergency nature;
- (c) liaise and co-ordinate Project inquiries, as necessary, with the City's existing 311 services and its existing LRT Projects info line, provided that the primary point of response for all inquiries pertaining directly to the Project is Project Co;
- (d) provide the City with appropriate scripts or information for 311 operators' use, in order to appropriately answer basic Project-related inquiries or redirect calls to Project Co communications staff or tools; and
- (e) develop a public inquiry response co-ordination protocol with the City and ETS for inquiries made to Project Co but which do not relate to the Project.

2.4 Crisis Communications

Project Co shall:

- (a) support the City's lead role in addressing all Crisis Communications;
- (b) develop a Crisis Communications and issues management protocol between the City, Project Co and Emergency Services, as contemplated in Section 4.1(b) [*Media Relations*] of this Schedule 12 [*Public Communications and Public Engagement*]. During such a crisis, Project Co must ensure sufficient personnel and resources are available to work effectively with City staff to proactively support these issues; and
- (c) provide speaking notes, briefing materials and other Project information and presentation materials as necessary.

2.5 Project Website

Project Co shall:

- (a) develop and maintain a Project-specific website that is dynamic and takes advantage of integrated web tools/opportunities to better inform and engage citizens about the Project;
- (b) implement a website design that is responsive to prevailing popular browsing platforms (i.e. accessible via computer, smartphone, tablet, etc. at appropriate resolutions);
- (c) within 60 days of the Effective Date develop a website that, at a minimum, will:
 - (i) keep Communications Stakeholders abreast of on-going design activities, interim designs and final designs, including information and schedules for planned public meetings and other events.
 - (ii) keep Communications Stakeholders abreast of current Construction activities including plans, impact on roads and other infrastructure, public engagement opportunities, community event integration, resident/business news and impacts, and a look ahead schedule;
 - (iii) direct integration of social media platforms;
 - (iv) direct integration of smartphone/tablet application integration, such as maps;
 - (v) include space dedicated to positive Communications Stakeholder or media commentary about the Project, as deemed appropriate by the City; and
 - (vi) provide opportunities for Communications Stakeholders to provide positive, shared media to be used on the website (photos, videos, etc.);
- (d) maintain and update the website on an on-going basis throughout the Term;

- (e) provide, on a timely basis, content from its website to the City, as material for the City's own website (currently www.edmonton.ca/valleyline); and
- (f) support integrating elements from its website, as necessary, with other City departments and branches and Governmental Authorities, including ETS, the City's Housing and Community Services, Corporate Communications and LRT Design & Construction.

2.6 Social Media

Project Co shall:

- (a) establish and maintain Project specific social media platforms that are independent of the City's social media platforms to leverage social media to communicate with Communications Stakeholders regarding design and construction activities;
- (b) establish social media communication responsiveness timeframes;
- (c) prepare protocols for referral of social media inquiries to the City where the subject falls outside of the Project Work; and
- (d) prepare content as requested by the City to support the City social media initiatives in respect of the Project.

2.7 Engagement/Community Dialogue

Project Co shall:

- (a) engage all Communications Stakeholders regarding Design and Construction to provide opportunities for information exchange to increase understanding of Project impacts for Communications Stakeholders as well as Project Co. Without limitation, Project Co shall comply with the communications and engagement commitments made to Communications Stakeholders set out in Appendix 12B [*Stakeholder Commitments*] to this Schedule 12 [*Public Communications and Public Engagement*];
- (b) organize and attend Communications Stakeholder meetings;
- (c) attend City Council meetings, when directed by the City;
- (d) attend other appropriate meetings, when directed by the City;
- (e) prepare and/or provide information and materials for displays, information session discussion guides and Project Co's website (as described in Section 2.5 [*Project Website*] of this Schedule) regarding Design and Construction of the Project, for use in support of Project Co's public communications and public engagement activities;
- (f) within 60 days of the Effective Date establish a site office in Edmonton's downtown core which is accessible to Communications Stakeholders to ensure that Communications Stakeholders have a public, physical point of access to Project Co public engagement

staff during business hours, in order to respond to public and Communications Stakeholder enquiries received in person. Such office shall be open at least 36 hours per week, for a period of up to 180 days following Service Commencement, and be appropriately staffed by Project Co. The office staff must include trained public engagement personnel experienced in public interaction and have a broad knowledge of the Project. The office must be open to the public between the hours of 9 AM and 3 PM local time on weekdays, excluding statutory holidays, and 10 AM and 4 PM local time on Saturdays. The minimum weekly hours that the office shall be open may be reduced by 6 hours for each statutory holiday that falls within any given week;

- (g) as directed by the City, support the City's undertaking of the Existing Communication/Engagement Activities with the City's Citizens Working Groups as described in the Data Room by providing information and materials as requested by the City, and attending meetings as requested by the City or agreed to by the Communications Working Group;
- (h) prepare protocols for responding to queries/inquiries; and
- (i) demonstrate in detail how Project Co considered the concerns, issues and matters raised by Communications Stakeholders and how Project Co proposes to address and remedy each of the concerns, issues and matters raised by the Communications Stakeholders. As well, demonstrate how Project Co effectively communicated such concerns, issues and matters for consideration by appropriate Project Co Persons.

2.8 Safety Programmes

Project Co shall:

- (a) prepare the Passenger and Public Safety Outreach Program pursuant to Section 6.4.4 [*Passenger and Public Safety Outreach Program*] of Schedule 7 [*O&M Performance Requirements*];
- (b) assist the City with the implementation of such Passenger and Public Safety Outreach Program, prior to commencing and during Operations, including coordination with similar ETS efforts, such as those described in the ETS TraXSafe program, in respect of the balance of the ETS Transit Network; and
- (c) establish a strategy of how best to target applicable Communications Stakeholder groups with the Passenger and Public Safety Outreach Program.

2.9 Site Access & Media Events

Project Co shall:

- (a) facilitate and/or provide reasonable access to the Sites and the System for designated media events, tours, photographers and/or videographers for the purpose of enhancing public awareness and providing information;

- (b) host tours for City staff, Contribution Agreement Parties, and other groups as deemed appropriate by the Communications Working Group; and
- (c) in support of the day-to-day media relations requirements in Section 4.1(a) [*Media Relations*] of this Schedule 12 [*Public Communications and Public Engagement*]:
 - (i) identify key project milestones, including relevant opening ceremonies, 'artificial' milestones such as the start/end of construction seasons, bridge design finalization, bridge pedway closing/reopening, bridge completion, Service Commencement, and others as appropriate;
 - (ii) recognize and publicize key project milestones, with input from the City, plan and execute special events to celebrate milestones, create appropriate Site access and ceremony/event setups, including relevant media considerations, audio-visual setups, site cleaning, safety precautions, and other relevant considerations; and
 - (iii) host media, dignitaries and, if requested by the City, general public at key Project milestone events, as appropriate to the event scope and relevance.

2.10 NSRV and Other Environmental Obligations

Project Co shall:

- (a) ensure that North Saskatchewan River Valley and Ravine System (NSRVS) Communications Stakeholders, identified in Appendix 12B [*Stakeholder Commitments*] to this Schedule 12 [*Public Communications and Public Engagement*], are given adequate advance notification of upcoming Project Co activities that impact the NSRVS area;
- (b) establish the format and timelines for providing advanced notification prior to the commencement of Construction in the NSRVS. Where feasible, advance notice shall be provided at least 12 months prior to the planned commencement of Construction, and in any event, not less than 3 months in advance of Construction during the first year following the Effective Date and again 30 days prior to Construction and/or river, pathway, facility or roadway closures;
- (c) establish the timing and duration of the impacts on the NSRVS including noise and other disturbances or river, pathway, facility or roadway closures;
- (d) provide maps showing impacted areas, trail and road closures and trail and road detours;
- (e) comply with all communication and engagement requirements and advance notification timelines for NSRVS Communications Stakeholders identified in Appendix 12B [*Stakeholder Commitments*] to this Schedule 12 [*Public Communications and Public Engagement*];

- (f) establish a strategy to engage, inform and document the results of consultations and information gathering regarding river navigation as described in Section 1.6 [*Responsibility for Further Environmental Studies*] of Schedule 10 [*Environmental Performance Requirements*] with the following specific stakeholders:
 - (i) Edmonton Queen Riverboat operators;
 - (ii) recreational boating community; and
 - (iii) upstream and downstream communities of Devon and Fort Saskatchewan and Parkland County;
- (g) establish a schedule detailing Construction activities in the NSRVS that identifies the timing and duration of any activities that will impact the accessibility or function of any park infrastructure within the NSRVS;
- (h) establish a strategy for disseminating information to appropriate Communications Stakeholders, including identification of notification methods (e.g., signage, digital media, print media, etc.) to be used;
- (i) establish a means by which members of the public can contact Project Co with questions, complaints or concerns regarding the NSRVS activities;
- (j) set out procedures for notifying and communicating with the City and requesting that notifications be posted on the City's website for trail/park cautions and closures;
- (k) establish specific advance notice regarding any activities that may exceed the noise annoyance levels or require pathway closures to the residents in Riverdale, Cloverdale, Bonnie Doon, Avonmore and Argyll neighbourhoods;
- (l) address all impacted park uses, including: trails, river, roads, parking, and aesthetic park qualities;
- (m) provide the City with updates of the scheduling of Construction activities within the NSRVS every 14 days between 15 April and 15 October. If scheduling changes are to come into effect prior to the next 14 day update, an interim update shall be provided to the City;
- (n) comply with the communications requirements for pest management obligations in Section 1.18.4 [*Integrated Pest Management Plan*] of Schedule 10 [*Environmental Performance Requirements*]; and
- (o) create and implement a protocol for advising appropriate Communications Stakeholders regarding the proposed removal of trees on the Lands as part of the Project Work, in a format consistent with the City's protocol included in the Data Room.

2.11 General Marketing & Outreach

Project Co shall:

- (a) proactively seek opportunities to enhance public engagement and leverage Project resources to enhance community awareness and involvement/investment in the Project; and
- (b) implement a variety of community outreach activities relating to the Project. Examples of such possible activities include:
 - (i) identifying resources (e.g. remaining/extra land) for community use (e.g. public gardens);
 - (ii) contributing to local community initiatives or programs, where possible;
 - (iii) engage with schools along the LRT Corridor by offering corridor tours, assembly presentations and curriculum opportunities;
 - (iv) work with post-secondary students on research projects;
 - (v) hold competitions, such as to design uniforms or to name LRVs;
 - (vi) deliver educational programmes that focus on science of light rail transit system construction and operation, environmental stewardship and safe use of the system;
 - (vii) develop and facilitate student work placement/internship/apprenticeship opportunities; and
 - (viii) liaise with local business advisory groups and other relevant business associations (Edmonton Economic Development Corporation, Downtown Business Association and other similar persons) to develop communications programming to support local businesses affected by Construction.

2.12 Contribution Agreement Communications Obligations

Project Co shall:

- (a) cooperate with Contribution Agreement Parties to co-ordinate media announcements and events;
- (b) prepare, install and maintain project identification signs as required by Section 1-8.1 [*Project Identification Signs*] of Schedule 5 [*D & C Performance Standards*]; and
- (c) provide reports to the City as required by this Agreement during the Construction Period, and Project Co acknowledges that the City may provide such reports to the Contribution

Agreement Parties on a confidential basis, upon request by any Contribution Agreement Party.

3. OPERATIONS & MAINTENANCE COMMUNICATIONS

This section outlines the requirements for the Operations & Maintenance Communications Plan.

3.1 General Requirements

The Operations & Maintenance Communications Plan must:

- (a) adapt and address all of the requirements of Section 2.1 [*General Requirements*] of this Schedule 12 [*Public Communications and Public Engagement*] in respect of the Services during the Operating Period;
- (b) describe how Project Co will communicate with Communications Stakeholders about all matters relating to the Services, including customer service, service interruptions, customer complaints and support for the City's marketing initiatives;
- (c) describe how Project Co is responsible only for directly communicating Services information about and to the System, rather than the entire ETS Transit Network. As well, Project Co will develop a protocol for co-ordinating with the City and ETS regarding ETS Transit Network-wide communications;
- (d) include the following components/sections, which are further described below:
 - (i) ETS & Project Co Operations, as described in Section 3.3 [*ETS & Project Co Operations*] of this Schedule 12 [*Public Communications and Public Engagement*];
 - (ii) Inquiry Management, as described in Section 3.4 [*Inquiry Management*] of this Schedule 12 [*Public Communications and Public Engagement*];
 - (iii) Crisis Communications, as described in Section 3.5 [*Crisis Communications*] of this Schedule 12 [*Public Communications and Public Engagement*];
 - (iv) Project Website, as described in Section 3.6 [*Project Website*] of this Schedule 12 [*Public Communications and Public Engagement*];
 - (v) Social Media, as described in Section 3.7 [*Social Media*] of this Schedule 12 [*Public Communications and Public Engagement*];
 - (vi) Engagement/Community Dialogue, as described in Section 3.8 [*Engagement/Community Dialogue*] of this Schedule 12 [*Public Communications and Public Engagement*];
 - (vii) Safety Programmes, as described in Section 3.9 [*Safety Programmes*] of this Schedule 12 [*Public Communications and Public Engagement*];

- (viii) Site Access & Media Events, as described in Section 3.10 [*Site Access & Media Events*] of this Schedule 12 [*Public Communications and Public Engagement*];
 - (ix) North Saskatchewan River Valley and Ravine System and Other Environmental Obligations, as described in Section 3.11 [*North Saskatchewan River Valley and Ravine System and Other Environmental Obligations*] of this Schedule 12 [*Public Communications and Public Engagement*];
 - (x) General Marketing & Outreach, as described in Section 3.12 [*General Marketing & Outreach*] of this Schedule 12 [*Public Communications and Public Engagement*];
 - (xi) Contribution Agreement Communications Obligations, as described in Section 3.13 [*Contribution Agreement Communications Obligations*] of this Schedule 12 [*Public Communications and Public Engagement*]; and
 - (xii) Media relations obligations, as described in Section 4 [*Media Relations*] of this Schedule 12 [*Public Communications and Public Engagement*]; and
- (e) incorporate all approved changes to communication techniques that arise from the regular communication effectiveness evaluation activities as outlined in Section 1.12 [*Evaluate and Incorporate*] of this Schedule 12 [*Public Communications and Public Engagement*].

3.2 Detailed Requirements

The Operations & Maintenance Communications Plan shall describe how Project Co will address the following detailed requirements in respect of the Project:

- (a) generate clear, consistent and accessible Services information for Communications Stakeholders, in particular Passengers; and
- (b) provide regular and timely updates about Services regarding:
 - (i) the general condition of the System including constraints impacting transit customers and the travelling public;
 - (ii) schedule changes;
 - (iii) anticipated and unanticipated delays or interruptions due to weather or planned and unplanned Maintenance;
 - (iv) impacts of the Project Work on other modes of transportation; and
 - (v) how Service issues relate to the balance of the ETS Transit Network (including how and where the services are linked) as well as any incidents that may impact any Communications Stakeholders.

3.3 ETS & Project Co Operations

Project Co shall meet all operational communications requirements contained in Schedule 7 [*O&M Performance Requirements*], including the development and implementation of Incident Management and Service Recovery Plans.

3.4 Inquiry Management

Project Co shall adapt as appropriate for the Services during the Operating Period its planning and activities undertaken pursuant to Section 2.3 [*Inquiry Management*] of this Schedule 12 [*Public Communications and Public Engagement*].

3.5 Crisis Communications

Project Co shall adapt as appropriate for the Services during the Operating Period its planning and activities undertaken pursuant to Section 2.4 [*Crisis Communications*] of this Schedule 12 [*Public Communications and Public Engagement*].

3.6 Project Website

Project Co may:

- (a) continue operating its website described in Section 2.5 [*Project Website*] of this Schedule 12 [*Public Communications and Public Engagement*], subject to the requirements of this Section; and
- (b) revise website content with information relevant to the Services and ensure that, at a minimum, the website:
 - (i) provides Passengers with accurate information regarding schedules, Station and Stop guides/maps, current as well as expected Service interruptions, history of the System and System special events;
 - (ii) links to the City and ETS websites for ETS Transit Network information including fare and pass prices, maps, route planning, lost and found, park and ride and bike lockers; and
 - (iii) continues to be responsive to current popular browsing platforms (i.e. accessible via computer, smartphone, tablet, etc. at appropriate resolutions).

3.7 Social Media

Project Co shall:

- (a) continue operating social media initiatives and implementing social media protocols described in Section 2.6 [*Social Media*] of this Schedule 12 [*Public Communications and Public Engagement*], subject to the requirements of this Section; and

- (b) revise social media communication plans and protocols with information relevant to the Services and ensure that social media initiatives are used to:
 - (i) provide Passengers with accurate information regarding expected and unexpected Service interruptions and System special events; and
 - (ii) co-ordinate with City and ETS social media initiatives to communicate ETS Transit Network information when it is relevant to the System.

3.8 Engagement/Community Dialogue

Project Co shall adapt as appropriate for the Services during the Operating Period its planning and activities undertaken pursuant to Section 2.7 [*Engagement/Community Dialogue*] of this Schedule 12 [*Public Communications and Public Engagement*].

3.9 Safety Programmes

Project Co shall adapt as appropriate for the Services during the Operating Period its planning and activities undertaken pursuant to Section 2.8 [*Safety Programmes*] of this Schedule 12 [*Public Communications and Public Engagement*].

3.10 Site Access & Media Events

Project Co shall adapt as appropriate for the Services during the Operating Period its planning and activities undertaken pursuant to Section 2.9 [*Site Access & Media Events*] of this Schedule 12 [*Public Communications and Public Engagement*].

3.11 North Saskatchewan River Valley and Ravine System and Other Environmental Obligations

Project Co shall adapt as appropriate for the Services during the Operating Period its planning and activities undertaken pursuant to Section 2.10 [*North Saskatchewan River Valley and Ravine System and Other Environmental Obligations*] of this Schedule 12 [*Public Communications and Public Engagement*].

3.12 General Marketing & Outreach

Project Co shall:

- (a) adapt as appropriate for the Services during the Operating Period its planning and activities undertaken pursuant to Section 2.11 [*General Marketing & Outreach*] of this Schedule 12 [*Public Communications and Public Engagement*];
- (b) support the City's branding/marketing initiatives in respect of the ETS Transit Network as they relate to the System, subject to Section 2.8 [*Branding*] of Schedule 5 [*D&C Technical Performance Requirements*]; and

- (c) support integrated transit advertising opportunities between the System and the balance of the ETS Transit Network.

3.13 Contribution Agreement Communications Obligations

Project Co shall:

- (a) cooperate with Contribution Agreement Parties to co-ordinate media announcements and events; and
- (b) provide reports to the City as required by this Agreement during the Operating Period, and Project Co acknowledges that the City may provide such reports to the Contribution Agreement Parties on a confidential basis, upon request by any Contribution Agreement Party

4. MEDIA RELATIONS

4.1 Media Relations

- (a) In respect of routine/day-to-day media relations matters that are not Crisis Communications, Project Co shall:
 - (i) take the lead role for routine/day-to-day media relations activities, including fielding and responding to media inquiries, unless otherwise directed by the City;
 - (ii) seek out and implement proactive media relations opportunities that help to promote the Project and support the general outcomes described in Section 1.1 [*Context of Public Communications and Engagement*] of this Schedule 12 [*Public Communications and Public Engagement*];
 - (iii) appoint one (1) dedicated lead media relations contact and spokesperson (with back-up media-trained personnel, as required) to be available as and when required. This individual shall hold a senior position within Project Co relevant to the purposes of this Schedule 12 [*Public Communications and Public Engagement*] with sufficient decision-making power and authority to properly promote and administer the purposes of this Section. This individual, and any replacements, must be approved by the City, at its discretion;
 - (iv) where the City assumes the lead role in media relations activities, as directed by the City, Project Co will assist the City to respond to a media inquiry by supplying timely and accurate information to the City about the Project. This may include speaking/briefing notes, fact sheets and key messages for personnel, distributing news releases, or creating/distributing other situation-appropriate materials;
 - (v) ensure on-site Project Co Persons are trained (and regularly reminded) about appropriate media relations discipline and protocols, and are instructed on proper procedures to refer inquiries to appropriate media relations contacts; and

- (vi) accommodate media activities including site tours; and
- (b) In respect of media relations matters that are Crisis Communications, Project Co shall:
 - (i) co-ordinate closely with and support the City spokesperson who will take the lead role for all media relations related to Crisis Communications, unless otherwise directed by the City; and
 - (ii) work closely with the City and Emergency Services to implement the Crisis Communications media relations protocol that will:
 - (A) support the City's spokesperson with speaking notes, briefing materials, fact sheets and other Project information and presentation materials as necessary;
 - (B) describe methods of internal communication between Project Co and City media relations teams;
 - (C) ensure that all Crisis Communications media relations activities and messages are co-ordinated and consistent;
 - (D) ensure that all Crisis Communications media inquiries are responded to promptly and consistent with the Communication Response Requirements; and
 - (E) ensure that Crisis Communications media messages are simultaneously disseminated to social media platforms so as to effectively communicate directly with the public.

5. GENERAL RECORD-KEEPING AND REPORTING

5.1 General Record-Keeping and Reporting

- (a) Project Co shall:
 - (i) maintain complete records of all activities contemplated by this Schedule 12 [*Public Communications and Public Engagement*] which are identified in Project Co's plans provided in accordance with Table 1.6 of this Schedule 12 [*Public Communications and Public Engagement*]. Records are to be provided on a bi-weekly basis to the Communications Working Group, or as otherwise agreed by the Communications Working Group. Without limiting the foregoing, all records provided by Project Co shall clearly identify:
 - (A) any matters which may serve to enhance the undertaking and implementation of any Project-related activities (whether by Project Co or by the City) in a meaningful manner, including in respect of the General Outcomes enumerated in Section 1.1(d) [*Context of Public*

Communications and Engagement] of this Schedule 12 [*Public Communications and Public Engagement*];

- (B) Project Co's compliance with the requirements of this Schedule 12 [*Public Communications and Public Engagement*];
 - (C) the effectiveness of its communications initiatives in this Schedule 12 [*Public Communications and Public Engagement*];
 - (D) the effectiveness of its public engagement initiatives in this Schedule 12 [*Public Communications and Public Engagement*]; and
 - (E) the effectiveness of its media relations initiatives in this Schedule 12 [*Public Communications and Public Engagement*];
- (ii) maintain complete records of all elements of the public communication activities including design, construction and implementation activities in this Schedule 12 [*Public Communications and Public Engagement*]; and
 - (iii) maintain complete records of all elements of the public engagement activities including public and Communications Stakeholder comments, enquiries and complaints, and summary notes of each public information session and other related activities participated in as part of this Schedule 12 [*Public Communications and Public Engagement*]; and
- (b) The City may use any record keeping and reporting requirements in this Schedule 12 [*Public Communications and Public Engagement*] in support of proposing or requiring Project Co to carry out and implement a Change in the manner contemplated in Schedule 13 [*Changes*].

Any record keeping and reporting requirements in this Schedule 12 [*Public Communications and Public Engagement*] are separate and distinct from, in addition to and do not limit Project Co's obligation to keep records and/or report to the City under this Agreement.

Appendix 12A

Response Times, Methods and Techniques

Design and Construction Phase – Inquiry Response Times				
Inquiry Type	Inquiry Method	Source or Inquiry	Minimum Response Time – Initial Response	Minimum Response Time – Full Response
Crisis Communication	All Applicable	All Communications Stakeholders	15 minutes	On-going as required with 30 minute updates initially
Urgent Communications	All Applicable	All Communications Stakeholders	30 minutes	On-going as required with 30 minute updates initially
Non-Urgent - standard inquiry	All Applicable	City Staff	2 Business Days	1 Week
Non-Urgent – detailed inquiry	All Applicable	City Staff	2 Business Days	1 Week
Non-Urgent - standard inquiry	All Applicable	Media	2 hours if received during business hours otherwise next business day	End of Business Day
Non-Urgent – detailed inquiry	All Applicable	Media	2 hours if received during business hours otherwise next business day	2 Business Days
Non-Urgent - standard inquiry	All Applicable	Other Communication Stakeholder	2 Business Days	1 Week
Non-Urgent – detailed inquiry	All Applicable	Other Communication Stakeholder	2 Business Days	1 Week

Non-Urgent - standard inquiry	All Applicable	Communications Stakeholder (Appendix 12B)	2 Business Days	1 Week
Non-Urgent – detailed inquiry	All Applicable	Communications Stakeholder (Appendix 12B)	2 Business Days	1 Week

Design and Construction Phase – Advance Notification

Activity	Notification Method	Party to be Notified	Minimum Notification / Frequency
Project Updates	All Applicable	City (Staff, Council, 311, Website)	Weekly
Project Updates	All Applicable	Communication Stakeholders	Monthly
Open Houses and Public Events	All Applicable	City (Staff, Council, 311, Website, Communication Stakeholders)	14 days advance notification
Grand Openings	All Applicable	City (Staff, Council, 311, Website, Communication Stakeholders)	1 month advance notification
Stakeholder Meetings	All Applicable	City Staff	7 Business Days advance notification
Stakeholder Meetings	All Applicable	Applicable Communication Stakeholders	7 Business Days advance notification
Disruption / Closures	All Applicable	Stakeholder (Appendix 12B)	As per Appendix 12B
Disruption / Closures	All Applicable	Communication Stakeholders	In accordance with Section 1-4.2.10 [<i>City Review and Public Notification Period</i>] of Schedule 5 [<i>Design and Construction Performance Requirements</i>] or Section 4.15 [<i>Community Improvement Program</i>] of the Agreement as appropriate

Operations and Maintenance Phase – Inquiry Response Times				
Inquiry Type	Inquiry Method	Source or Inquiry	Minimum Response Time – Initial Response	Minimum Response Time – Full Response
Crisis Communication	All Applicable	All Communications Stakeholders	15 minutes	On-going as required with 30 minute updates initially
Urgent Communications	All Applicable	All Communications Stakeholders	30 minutes	On-going as required with 30 minute updates initially
Non-Urgent - standard inquiry	All Applicable	City Staff	2 Business Days	1 Week
Non-Urgent – detailed inquiry	All Applicable	City Staff	2 Business Days	1 Week
Non-Urgent - standard inquiry	All Applicable	Media	2 hours if received during business hours otherwise next business day	End of Business Day
Non-Urgent – detailed inquiry	All Applicable	Media	2 hours if received during business hours otherwise next business day	2 Business Days
Non-Urgent - standard inquiry	All Applicable	Other Communication Stakeholder	2 Business Days	1 Week
Non-Urgent – detailed inquiry	All Applicable	Other Communication Stakeholder	2 Business Days	1 Week
Non-Urgent - standard inquiry	All Applicable	Communications Stakeholder (Appendix 12B)	2 Business Days	1 Week
Non-Urgent – detailed inquiry	All Applicable	Communications Stakeholder (Appendix 12B)	2 Business Days	1 Week

Operations and Maintenance Phase – Advance Notification			
Activity	Notification Method	Party to be Notified	Minimum Notification / Frequency
Disruption / Closures	All Applicable	Stakeholder (Appendix 12B)	As per Appendix 12B [Stakeholder Commitments] of this Schedule 12 [Public Communications and Public Engagement]
Disruption / Closures	All Applicable	Communication Stakeholders	14 days advance notification

For the purpose of clarity, minimum response time referred to in Appendix 12A [*Response Times, Methods and Techniques*] to this Schedule 12 [*Public Communications and Public Engagement*], represents the upper limit of time allowed for Project Co. to respond to an inquiry. Response times that are less than the minimum times set out in Appendix 12A [*Response Times, Methods and Techniques*] to this Schedule 12 [*Public Communications and Public Engagement*] are encouraged.

For the purpose of measuring response time performance, incidents as referred to in Appendix 12A [*Response Times, Methods and Techniques*] to this Schedule 12 [*Public Communications and Public Engagement*] are considered to start at the time Project Co., including any Project Co employee, receives an electronic or voice notification of the incident, or is otherwise made aware of the incident. The initial response to an inquiry is defined as the first time that Project Co. provides an electronic or voice notification to the source of the inquiry that the message has been received and is being considered or acted upon. The full response to an inquiry is defined as the time that Project Co. provides an electronic or voice notification to the source of the inquiry with information that concludes the response to the inquiry.

Appendix 12B

Stakeholder Commitments

River Valley Stakeholders		
Stakeholder Event	Event Month	Advance Notice and Communication Requirement
Dragon Boat Festival	August	<p>Meet with and provide 6 to 12 months advance notice prior to construction where possible. In any event, not less than 3 months in advance of construction during the first year following the Effective Date.</p> <p>Provide on-going construction updates via e-mail to primary contact and Events Office during Construction Period</p>
Chinese Garden Society	April – October	<p>Provide 6 to 12 months advance notice prior to construction where possible. In any event, not less than 3 months in advance of construction during the first year following the Effective Date.</p> <p>Provide on-going construction updates via e-mail Chinese Garden Society and City contact during Construction Period</p>
Folk Music Festival	August	<p>Meet and provide 6 to 12 months advance notice prior to construction where possible. In any event, not less than 3 months in advance of construction during the first year following the Effective Date.</p> <p>Provide on-going construction updates via e-mail to primary contact and Events Office</p>
Edmonton Riverboat Queen	May – October	<p>Provide 6 to 12 months advance notice prior to construction where possible. In any event, not less than 3 months in advance of construction during the first year following the Effective Date.</p> <p>Provide on-going construction updates via e-mail</p>

Edmonton Ski Club	October – March	Meet and provide 6 to 12 months advance notice prior to construction where possible. In any event, not less than 3 months in advance of construction during the first year following the Effective Date. Provide on-going construction updates via e-mail Provide 14 day advance notice prior to use of lands leased by Edmonton Ski Club
River Valley Programs	Year round	Provide 6 to 12 months advance notice prior to interruption of existing water traffic via City representative where possible. In any event, not less than 3 months in advance of construction during the first year following the Effective Date. Provide on-going construction updates via e-mail
Watercraft Partners	May – October	Provide 6 to 12 months advance notice prior to interruption of existing water traffic via City representative where possible. In any event, not less than 3 months in advance of construction during the first year following the Effective Date. Provide on-going construction updates via e-mail
Cloverdale Community League	Year round	Maintain regular communication prior to and through construction in area
Cloverdale and Connors Hill and Strathern Residents	Year round	Maintain regular communication prior to and through construction in area
Riverdale Community League	Year round	Maintain regular communication prior to and through construction in area
Alberta TrailNet for TransCanada Trail	Year round	Maintain regular communication prior to and through construction in area
River Valley Adventure Co.	Year round	Provide at least 30 days advance notice prior to trail closures

		Maintain regular communication prior to and through construction in area
Muttart Conservatory	Year round	Maintain regular communication prior to and through construction in area
Royal Glenora Club	Year round	Provide notification at least 30 days in advance of pathway closures
Red Bull Crashed Ice Festival	January – August (every other year beginning 2015)	Meet and provide 6 to 12 months advance notice prior to construction where possible. In any event, not less than 3 months in advance of construction during the first year following the Effective Date. Provide on-going construction updates via e-mail to primary contact
The Running Room	Year round	Provide notification at least 30 days in advance of pathway closures
The Kinsmen Sports Centre	Year round	Provide notification at least 30 days in advance of pathway closures
Urban Green Cafe	Year round	Provide printed project update information generated through the public communications program so as to allow patrons using the plaza and the rooftop to interpret visible construction activities.
Devon, Fort Saskatchewan and Parkland County	Year round	Consult and notify in accordance with the requirements of Schedule 10 and Schedule 12
Churchill Square Stakeholders		
Stakeholder / Event	Event Month	Advance Notice and Specific Communication Requirement
Three Bananas Cafe	Year round	Maintain regular communication prior to and through construction in area
Tix on the Square	Year round	Maintain regular communication prior to and through construction in area
Pride Festival	June	Meet and provide 6 to 12 months advance notice prior to construction where possible. In any event, not less than 3 months in advance of construction during the first

		<p>year following the Effective Date.</p> <p>Provide on-going construction updates via e-mail to primary contact</p>
The Works Art and Design	June - July	<p>Meet and provide 6 to 12 months advance notice prior to construction where possible. In any event, not less than 3 months in advance of construction during the first year following the Effective Date.</p> <p>Provide on-going construction updates via e-mail to primary contact</p>
Edmonton Internal Street Performers Festival	July	<p>Meet and provide 6 to 12 months advance notice prior to construction where possible. In any event, not less than 3 months in advance of construction during the first year following the Effective Date.</p> <p>Provide on-going construction updates via e-mail to primary contact</p>
A Taste of Edmonton	July	<p>Meet and provide 6 to 12 months advance notice prior to construction where possible. In any event, not less than 3 months in advance of construction during the first year following the Effective Date.</p> <p>Provide on-going construction updates via e-mail to primary contact</p>
Carifest Festival	August	<p>Meet and provide 6 to 12 months advance notice prior to construction where possible. In any event, not less than 3 months in advance of construction during the first year following the Effective Date.</p> <p>Provide on-going construction updates via e-mail to primary contact</p>
K Days Parade	July	<p>Meet and provide 6 to 12 months advance notice prior to construction where possible. In any event, not less than 3 months in advance of construction during the first year following the Effective Date.</p>

		Provide on-going construction updates via e-mail to primary contact
Churchill Square Donors CoE Corporate Properties	Year round	Provide early, on-going and regular communications prior to and throughout construction in the vicinity of Churchill Square
Other Square Events and Festivals	Year round	Provide City contact 6 to 12 months advance notice prior to construction where possible. In any event, not less than 3 months in advance of construction during the first year following the Effective Date. City may provide specific list of additional stakeholder to be included in Project Co communication and engagement plans
Top of Bank		
Stakeholder / Event	Event Month	Advance Notice and Specific Communication Requirement
Chinatown and Quarters Organizations	Year round	Provide 6 to 12 months advance notice for construction activity in area where possible. In any event, not less than 3 months in advance of construction during the first year following the Effective Date.
Bonnie Doon Leisure Centre	Year round	Provide 6 to 12 months advance notice for construction in the vicinity of the sports field area where possible. In any event, not less than 3 months in advance of construction during the first year following the Effective Date. Provide 6 weeks advance notice prior to closure of walkway between building entrance and Bonnie Doon Shopping Centre
Metro Continuing Education	Year round	Provide 6 to 12 months advance notice for construction in the vicinity of the sports field area where possible. In any event, not less than 3 months in advance of construction during the first year following

		<p>the Effective Date.</p> <p>Provide 6 weeks advance notice prior to closure of walkway between building entrance and Bonnie Doon Shopping Centre</p>
Vimy Ridge Academy	Year round	<p>Provide 6 to 12 months advance notice for construction in the vicinity of the sports field area where possible. In any event, not less than 3 months in advance of construction during the first year following the Effective Date.</p> <p>Provide 6 weeks advance notice prior to closure of walkway between building entrance and Bonnie Doon Shopping Centre</p>
Ecole Gabrielle Roy	Year round	<p>Provide 6 to 12 months advance notice for construction in the vicinity of the sports field area where possible. In any event, not less than 3 months in advance of construction during the first year following the Effective Date.</p> <p>Provide 6 weeks advance notice prior to impacting school access, including drop-off areas and service deliveries</p>
Sportsfield Bookings		<p>Provide City contact 6 to 12 months advance notice prior to construction in the vicinity of the sports field area where possible. In any event, not less than 3 months in advance of construction during the first year following the Effective Date.</p>
Other Areas		
Stakeholder / Event	Event Month	Advance Notice and Specific Communication Requirement
Southeast Business Association	Year round	<p>Provide 6 to 12 months advance notice for construction where possible. In any event, not less than 3 months in advance of construction during the first year following the Effective Date.</p>

		Maintain regular communication prior to and throughout construction
Southeast Community Leagues Association	Year round	Provide 6 to 12 months advance notice for construction where possible. In any event, not less than 3 months in advance of construction during the first year following the Effective Date. Maintain regular communication prior to and throughout construction
Alberta Health Services	Year round	Provide 6 to 12 months advance notice for construction where possible. In any event, not less than 3 months in advance of construction during the first year following the Effective Date. Maintain regular communication prior to and throughout construction
66 Street Property Owners	Year round	Provide 6 to 12 months advance notice for construction where possible. In any event, not less than 3 months in advance of construction during the first year following the Effective Date. Maintain regular communication prior to and throughout construction
75 Street Property Owners	Year round	Provide 6 to 12 months advance notice for construction where possible. In any event, not less than 3 months in advance of construction during the first year following the Effective Date. Maintain regular communication prior to and throughout construction
Community of Christ Church	Year round	Provide 6 to 12 months advance notice for construction where possible. In any event, not less than 3 months in advance of construction during the first year following the Effective Date. Maintain regular communication prior to

		and throughout construction
Bonnie Doon Mall	Year round	<p>Provide 6 to 12 months advance notice for construction where possible. In any event, not less than 3 months in advance of construction during the first year following the Effective Date.</p> <p>Provide 12 months advance notice prior to the Future Bonnie Doon Intersection being open for public access to the Bonnie Doon Mall parking lot.</p> <p>Maintain regular communication prior to and throughout construction</p>
Edmonton Public Libraries	Year round	<p>Provide 6 to 12 months advance notice for construction where possible. In any event, not less than 3 months in advance of construction during the first year following the Effective Date.</p> <p>Maintain regular communication prior to and throughout construction</p>
Connors Road Property Owners	Year round	<p>Provide 6 to 12 months advance notice for construction where possible. In any event, not less than 3 months in advance of construction during the first year following the Effective Date.</p> <p>Provide 2 month advance notice to property owners eligible for noise attenuation prior to the start of construction</p>
Connors Road Hill residents	Year round	<p>Maintain regular communication with residents prior to and throughout construction including presentation of preferred design prior to construction</p>
Chinese Benevolent Association	Year round	<p>Provide 6 to 12 months advance notice to primary contact and properties along 102 Avenue prior to the start of construction where possible including information regarding the design of the portal and 102 Avenue information regarding the design of the portal and 102 Avenue. In any event,</p>

		<p>not less than 3 months in advance of construction during the first year following the Effective Date.</p> <p>Provide information regarding the design of the portal and 102 Avenue</p>
Oxford Properties (City Centre Mall)	Year Round	Provide early, on-going and regular communications prior to and throughout construction in the vicinity of the mall to ensure stakeholder plans to redesign exterior can be coordinated
Manulife Place	Year Round	Provide early, on-going and regular communications prior to and throughout construction in the area including details regarding impacts and changes to 102 Avenue operations

For the purpose of clarity, the notification periods and commitments outlined in Appendix 12B [Stakeholder Commitments] to this Schedule 12 [Public Communications and Public Engagement] are without limiting, and in addition to, notification requirements and commitments described elsewhere in this Agreement.