

## Appendix F

### Region of Waterloo Community Engagement Strategy

# Community Engagement Strategy

CIN No.: GEC-RW-272



## Executive Summary

The Community Engagement Strategy (CES) explains how the Region of Waterloo (Region), the General Engineering Consultant (GEC) and the entire Rapid Transit Project team will inform, educate and engage the community as well as solicit feedback from residents and business owners.

The key goals of the CES are to proactively inform and educate the community, create meaningful, two-way communication opportunities and, build excitement and anticipation for the start of service.

A strategic, flexible, and dynamic process of public outreach and communication is paramount to ensuring that the community has access to project information as well as opportunity to provide feedback, ask questions, and communicate concerns. The CES will be continually updated to ensure an effective public process is maintained.

Executive Summary

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## 1.0 Overview

The Region of Waterloo's Rapid Transit Project, as approved by Regional Council in June 2011, is a visionary plan that will fundamentally shape the community for the future by bringing Light Rail Transit (LRT) in two stages. LRT will connect the region's three urban centres: Cambridge, Kitchener and Waterloo. Stage 1 features a 19 km LRT route from Conestoga Mall in Waterloo to Fairview Park Mall in Kitchener. Service will begin operating in 2017. Stage 1 also includes a 17 km route of adapted Bus Rapid Transit (aBRT) from Fairview Park Mall to the Ainslie Street Terminal in Cambridge. The aBRT service will start in 2014. A total of 22 stations will be built during Stage 1, including 16 LRT stations and aBRT six stations. Stage 2 will convert the aBRT line to LRT, creating a seamless 37 km system of 23 stations between Cambridge and Waterloo.

The five key benefits of the Rapid Transit Project in Waterloo Region include: shaping the community; moving people and creating transportation choice; protecting the countryside; bettering the environment; and managing urban growth.

A public-private partnership, the Region's Rapid Transit Project has engaged a General Engineering Consultant (GEC) to oversee project design and construction. The Region will select a Design-Build-Finance-Operation-Maintain (DBFOM) Consortium to complete the design as well as build, partially finance, operate and maintain the LRT service.

One of the largest public transit initiatives in the country, it is also the biggest infrastructure project ever undertaken by Waterloo Region. Capital costs for the \$818 million project include construction, the purchase of light rail vehicles and aBRT vehicles, park and ride locations and a maintenance yard facility. The Project is funded by all three levels of government, with the Provincial Government contributing \$300 million, the Federal Government adding \$265 million and the Region Government contributing \$253 million.

Roles and responsibilities within in the Community Engagement Strategy (CES) are explained herein. Overall responsibility for this strategy lies with the Region with support assigned to the GEC as well as the DBFOM Consortium.

## 2.0 Purpose, Goal and Objectives

### 2.1. Purpose

The Community Engagement Strategy (CES) is a comprehensive, interactive, robust public participation plan using strategies and tactics proven to be highly effective on similar projects throughout North America. The CES will provide proactive, comprehensive, ongoing information and timely public notice throughout the planning, final design, construction, and testing phases of the project.

Public engagement has been, and will continue to be, a vital part of the Region's Rapid Transit Project. Already, more than 4,000 attendees took part in 30 Public Consultation Centres during the initial planning stage, and an additional 80 public outreach events, such as community stakeholder meetings and presentations, have been held. A rapid transit newsletter, distributed to more than 250,000 residents, was also circulated several times to keep residents up-to-date. All of these initiatives will continue throughout the remaining phases of the project, including final design, construction, testing and commission, and operation of the system.

### 2.2. Goal

The primary goal of the CES is to connect with all community stakeholders, including future customers, businesses, and property owners, particularly those in along the Rapid Transit corridor.

### 2.3. Objectives

The Strategy's specific objectives include:

- **Inspiring Support**
  - Create two-way communication channels and opportunities
  - Provide frequent, clear, consistent and reliable information
  - Keep the community informed of project goals, progress and construction
  - Showcase the Region's vision and leadership
  - Create excitement and engage the community
  - Demonstrate careful planning and integration with Grand River Transit (GRT)
- **Presenting the Facts: Easing Fears & Concerns**
  - Educate the community about the Project and correct misinformation
  - Establish and build relationships with businesses and property owners
  - Respond to concerns; mitigate against opponents gaining traction
  - Encourage participation; solicit input and feedback
- **Building Ridership & Shaping the Community**
  - Focus on the benefits of rapid transit:
    - Improved transportation choice; seamless integration with GRT

- Innovative, economic investment/development along the corridor
- Protect the countryside (rural/urban mix), improved air quality, reduced emissions
- **Maintaining Momentum**
  - Mitigate against adverse impacts of construction-related disruption
  - Quickly identify and address concerns
  - Build and reinforce public and stakeholder support and enthusiasm
  - Celebrate project milestones
  - Establish effective communication protocols – both proactive and reactive
  - Be proactive, emphatic and show sensitivity

### 3.0 Key Staff

The Region's Manager of Rapid Transit Community Relations will lead and direct the CES effort. In addition, Grand River Transit (GRT) and the Region's GEC will play an active supporting role. The CES's key staff are identified below (Table 3.1). As the LRT service will be delivered under a Design-Build-Finance-Operate-Maintain (DBFOM) framework, the DBFOM Consortium will also play an active role in the CES.

**Table 3-1 Community Engagement Strategy – Key Staff Roster**

Name	Organization	Phone	Email
<b>Kimberly Moser</b>	Region of Waterloo, Rapid Transit	519-575-4757, ext. 3461	<a href="mailto:kmoser@regionofwaterloo.ca">kmoser@regionofwaterloo.ca</a>
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<b>Joseph Marie</b>	GEC	519-575-4757, ext. 3431	<a href="mailto:jmarie@regionofwaterloo.ca">jmarie@regionofwaterloo.ca</a>
<b>Dave Fertal</b>	GEC	519-575-4757, ext. 3440	<a href="mailto:dfertal@regionofwaterloo.ca">dfertal@regionofwaterloo.ca</a>
<b>TBD</b>	DBFOM Consortium	TBD	TBD
<b>TBD</b>	DBFOM Consortium	TBD	TBD



## 4.0 Target Audiences

A sound CES must identify who is trying to be reached and assign appropriate and effective methods for reaching them as needed/desired. For this Project, the following are the most important audiences that will be engaged:

1. Leaders
  - Regional Council, Region of Waterloo Senior Management, City/Township Councillors, MPP's, MP's
2. Project Partners
  - Federal/Provincial Government staff, Infrastructure Ontario, , Metrolinx, all Region of Waterloo an City staff, including key Call Centres
3. Businesses/Developers
  - BIA's in Downtown Kitchener, UpTown Waterloo, Hesepler, Galt and Preston, Chamber of Commerce, Regional Tourism, Major malls and employers along the corridor, current and future property owners along the transit corridor, new investors/developers, Real Estate Board
4. Grand River Transit
  - Current and future riders, frontline staff including customer service, bus operators and planning/operations
5. Community-at-Large
  - Residents living along the transit corridor, supports and naysayers of the project, Neighbourhood Associations, property owners
  - Secondary: General public throughout the Region
6. Project Champions
  - TriTAG; Communittech; Canada's Technology Triangle, staff and faculty of post-secondary schools (UW, WLU, Conestoga College), School Boards, GRAAC; Active Transportation Advisory Committee, Sustainable Waterloo
7. Media
  - Local/Regional TV, newspaper and radio, transportation-specific media, social media/bloggers

## 5.0 Overall Messaging

Clear, concise and unified messaging will be developed to communicate with target audiences. The following are the most important messages to be conveyed in the engagement process, organized by Project Phase:

1. Ongoing
  - This visionary project focuses on:
    - Moving people, providing transportation choice, building ridership
    - Shaping the community through development and investment along the corridor
    - Striking a better balance between car and transit use
    - Building a seamless, integrated transportation network
  - Community engagement is key – we'll keep you informed every step of the way
  - We'll deliver the project on-time and on-budget
  - This once-in-a-lifetime project will shape our region for the next century
2. Planning phase:
  - Rapid Transit is coming
  - The Rapid Transit Project is well underway and making great progress
  - The Region supports local businesses and will do what it can to mitigate impacts during construction
  - Rapid Transit will be seamlessly integrated with GRT – one system, one fare
3. Construction phase:
  - The Rapid Transit Project is well underway and making great progress
  - This complex project will take time
  - The Region is doing its best to mitigate impacts; however, a Project of this size requires some lane/street closures and the loss of some parking
4. Testing phase:
  - The countdown to LRT is on!
  - The system is safe – but there are some important safety points you need to know and remember – here's how to use the service safely
5. Operations phase:
  - Using the new service is easy and convenient
  - I know the fare policy and understand how to use the Ticket Vending Machines

The CES will also feature:

- *Trusted Messengers* — a tactical approach, and highly credible means to reach and motivate various communities. This will be strategically applied to various community

engagement components. The strategy is appropriate for activities such as message delivery, educational material distribution, and soliciting input.

- Community support enlisted from local entities to gain trust amongst target audiences and increase awareness of the Rapid Transit Project.
- Interactive two-way state-of-the-art communication tools – particularly in the Waterloo Region with its highly-educated population and the familiarity of new interactive social media tools – the strategy will depend on a robust social media and Internet-based approach.

## 6.0 Overall Strategies and Activities

Multiple community engagement tactics and activities will be implemented to deliver the project's overall message and generate interest and participation from the community.

The CES will deliver a wide-range of marketing and outreach strategies, including: public meetings; one-on-one or small group contact, educational material distribution; business outreach; social media; community events; and media relations. The following table outlines the tactics involved in this strategy:

**Table 6-1 Community Engagement Strategy – Tactical Overview**

TACTIC	PHASE	OBJECTIVES	TARGET AUDIENCE	TIMING	ROLE/ RESPONSIBILITY	MEASUREMENT
<b>Major Milestones</b>	All	1. Inspire Support	1. Leaders 2. Project Partners 3. Residents	See Milestone Schedule	<b>Lead:</b> Community Relations Manager <b>Support:</b> GEC	1. Participation 2. Media Coverage
<b>Newsletter:</b> Project Update	All	1. Ease Fears 2. Inspire Support	1. Leaders 2. Project Partners 3. Internal Staff	<b>Bi-Monthly</b> (Jan., Mar., May, July, Sept., Nov.)	<b>Lead:</b> Community Relations Manager <b>Support:</b> RT Team, Senior Management	1. Participation 2. Feedback
<b>Pocket Pack Info Kits:</b> Facts Sheet, Did You Know, Resources, Key Messages	All	1. Ease Fears	1. Leaders 2. Project Partners 3. Internal Staff	<b>Updated Quarterly</b> (Jan., May, Sept.)	<b>Lead:</b> Community Relations Manager <b>Support:</b> Rapid Transit Team	1. Participation 2. Feedback
<b>Speaker Series:</b> Benefits of Rapid Transit	All	1. Inspire Support 2. Ease Fears	1. Residents 2. Project Champions 3. Leaders	<b>Bi-Annual</b> (May, Sept.)	<b>Lead:</b> Community Relations Manager <b>Support:</b> Planning (CBS Team), Senior Management	1. Participation 2. Media Coverage
<b>Lunch &amp; Learn Presentation:</b> Rapid Transit Project Update	All	1. Inspire Support 2. Ease Fears	1. Internal Staff 2. Project Partners	<b>Bi-Annual</b> (Apr., Oct.)	<b>Lead:</b> Community Relations Manager <b>Support:</b> RT Team, Senior Management	1. Participation 2. Feedback
<b>RT State-of-the-Project Open House</b>	All	1. Inspire Support 2. Ease Fears	1. Residents 2. Project Champions 3. Businesses	<b>Bi-Annual</b> (Jan., June)	<b>Lead:</b> Community Relations Manager <b>Support:</b> GEC, Senior Management	1. Participation 2. Feedback
<b>Ongoing Communications:</b> RT Charter Committees, BIA's, Working Groups	All	1. Ease Fears 2. Inspire Support 3. Mitigate Disruption	1. Businesses 2. Project Partners 3. Project Champions	Through regularly scheduled meetings	<b>Lead:</b> Community Relations Manager <b>Support:</b> GEC	1. Feedback 2. Participation
<b>Introduction Meetings</b>	Design	1. Ease Fears 2. Inspire Support	1. Businesses 2. Project Champions	Fall 2012-Fall 2013	<b>Lead:</b> Community Relations Manager <b>Support:</b> RT Team	1. Participation 2. Feedback
<b>Walking Tours</b>	Design	1. Ease Fears 2. Inspire Support	1. Businesses 2. Leaders 3. Project Partners	1. Fall 2012 2. Spr/Su 2013	<b>Lead:</b> Community Relations Manager <b>Support:</b> GEC	1. Participation 2. Feedback
<b>Workshop Series:</b> Preparing for Rapid Transit Construction	Design	1. Inspire Support 2. Mitigate Disruption	1. Businesses	<b>2013:</b> Feb., Mar., Apr., May, June, Sept., Oct., Nov.	<b>Lead:</b> Community Relations Manager <b>Support:</b> BIA's	1. Participation 2. Feedback

**Table 6-1 Community Engagement Strategy – Tactical Overview**

TACTIC	PHASE	OBJECTIVES	TARGET AUDIENCE	TIMING	ROLE/ RESPONSIBILITY	MEASUREMENT
<b>Travelling Road Show:</b> Features (LRV, Stations, Maps, etc.)	Design & Construction	1. Inspire Support 2. Ease Fears	1. Residents 2. Internal Staff	1. Spr/Sum 2013 2. Spr/Sum 2014 3. Spr/Sum 2015	<b>Lead:</b> Community Relations Manager <b>Support:</b> GEC	1. Participation 2. Feedback
<b>Construction Website:</b> For timing/schedule; road closures; parking & traffic updates	Construction	1. Mitigate Disruption 2. Ease Fears	1. Businesses 2. Residents 3. Project Partners	Updated as needed (2013-17)	<b>Lead:</b> Community Relations Manager <b>Support:</b> GEC, LRT Consortium	1. Number of hits 2. Feedback
<b>Construction Update Meetings</b>	Construction	1. Ease Fears 2. Mitigate Disruption	1. Businesses 2. Project Champions 3. Leaders	Monthly (2014-16)	<b>Lead:</b> Consortium, Community Relations Manager <b>Support:</b> GEC, Senior Management	1. Participation 2. Feedback
<b>Construction Events:</b> Midnight Madness, Movie Nights, Block Parties	Construction	1. Mitigate Disruption 2. Inspire Support	1. Businesses 2. Residents 3. Leaders	In partnership with participating BIA's	<b>Lead:</b> Community Relations Manager <b>Support:</b> Consortium, GEC	1. Participation 2. Feedback
<b>Ask-An-Expert:</b> On-line series via Twitter or YouTube	Construction, Testing & Operations	1. Inspire Support 2. Ease Fears	1. Residents 2. Internal Staff 3. Project Champions	Monthly (2014-17)	<b>Lead:</b> Community Relations Manager <b>Support:</b> GEC, Consortium	1. Participation 2. Feedback 3. Number of views
<b>RT Swag:</b> I HEART Rapid Transit, Surprise & Delight Bonus Packages, etc.	Construction, Testing & Operations	1. Mitigate Disruption 2. Inspire Support	1. Businesses	In partnership with participating BIA's	<b>Lead:</b> Community Relations Manager	1. Participation 2. Feedback
<b>RT Ambassadors:</b> Opening Day/Month Operations	Operations	1. Inspire Support 2. Ease Fears	1. Residents (including current GRT riders)	Prior to and following LRT operation launch in 2017	<b>Lead:</b> Consortium, Community Relations Manager <b>Support:</b> GEC, Senior Management	1. Participation 2. Feedback

### 6.1. Public Meetings

Public Meetings (major milestones/open houses, etc.) summarized in the chart above will serve to educate and inform the community-at-large about the Region’s Rapid Transit Project and the development process. These meetings provide useful opportunities for stakeholders and the community to provide input. They also give the Project team a chance to learn and hear from the public on various issues.

These meetings will be publicized through various outlets, including but not limited to, flyer distribution, email blasts, news media, the Rapid Transit website and other Region of Waterloo communication channels.

### 6.2. One-on-One and Small Group Contact

Community outreach efforts will also be carried out through one-on-one or small group contact to reach the businesses, student populations and neighbourhoods in the areas surrounding the Rapid Transit Corridor. Special methods of targeting these groups will be organized, with particular focus on students at the University of Waterloo, Wilfrid Laurier University and Conestoga Colleges as well as students from both school boards in the area, and senior centres, etc.

Trusted Messengers in each of these communities will be identified and used to communicate with these groups to facilitate useful one-on-one exchange of information.

During these small group exchanges, the same information that is relayed in the public meetings will be discussed for consistency of information. The Rapid Transit Project will be reviewed and discussed along with any concerns the groups might have.

### 6.3. Business Outreach

Most of the businesses along the Rapid Transit Corridor have a vested interest in seeing that the project is successful and accomplished in a timely manner. Every effort will be made to keep them informed of the project's activity, including public meetings and schedules during the various phases.

Direct contact will be made to identify the appropriate person to receive relevant information regarding the project. Cooperative partnerships may be established with the hopes of posting information and distributing flyers to customers.

These groups will especially want to know about their business opportunities, the future upside once the project is complete, as well as, potential impacts during construction periods. Informational materials and ongoing dialogue with key businesses and key business groups will be critical. In addition, business-related promotional efforts will be developed in conjunction with businesses and business-related groups to help overcome impacts during construction.

### 6.4. Public Information Materials

Public Information Materials include, but are not limited, to:

- Materials Development and Distribution (newsletters, brochures and flyers) GRT media onboard buses, Region of Waterloo offices, City Halls and other key sites with high traffic frequency.
- Media Relations (i.e. news releases, media advisory, public affairs/talk shows)
- Electronic and Social Media (website and other social media postings.)

Materials in the form of newsletters, brochures and flyers that detail the project will be developed in conjunction with GRT, the Region and, where necessary, City staff. The purpose of these educational materials is to inform the public about the project, communicate project developments and articulate improvements of the overall transportation network within the Waterloo Region. The materials will also be used to properly set expectations during the course of the project.

They will also be available at public meetings and in an electronic form, which will be posted on appropriate websites. Upon request, materials will be converted into alternative formats or languages.

Community engagement will also be coordinated with the Communications Plan so that local media outlets can help carry the engagement message, including publication of open houses, special events, social media and website addresses, etc.

## 6.5. Website and Social Media

The Project website, found at [www.regionofwaterloo.ca/rapidtransit](http://www.regionofwaterloo.ca/rapidtransit) provides an easy and convenient way for interested persons to access up-to-date information regarding the Rapid Transit Project, its progress, construction related announcements and other public information. The website will continue to include content pertaining to the following topics:

- About the Project and Frequently Asked Questions;
- Get Connected: Upcoming Meetings & Events;
- Public Meeting Materials;
- Maps, Videos & Visuals;
- Newsletters & Fact Sheets;
- Reports;
- Station Area Planning;
- Related Links;
- Photo Gallery; and
- Discussion Boards.

In addition to the Project website, the Region has also posted a video on YouTube, created a Facebook page (<http://www.facebook.com/ROWRapidTransit>) and a Twitter feed (@ROWrapidtransit), all of which can be found by links on the website, and vice versa. Employing these forms of social media has allowed the Region to connect with the public in innovative ways and engage individuals that may otherwise be less aware of the project.

The website and other online information will be coordinated in and cross-marketed with an engaging social media presence, using Facebook and Twitter. The social media pages are best used when visuals, graphics and key messaging are re-purposed on these mediums. Social media is only effective if utilized to its fullest potential. In addition to sharing project information, one of the most effective ways to utilize social media is to make connections to business entities and other organizations, particularly during construction.

## 7.0 Monitoring and Evaluation

The CES aims to communicate with the community-at-large in a variety of ways to deliver the project's overall message and generate interest and support.

As noted in Table 6-1, the effectiveness of the CES will be monitored continually against the objectives and goals of the project. This includes:

- Attendance at meetings
- Number of contacts made by trusted messengers
- Media and speaking appearances
- Web Analytics and statistics
- Periodic online and traditionally administered surveys (in-person, telephone, mail etc.)

The CES will require ongoing, measurable interaction with the community and collaboration with all project partners.

An evaluation report card will be developed as a reference to assist in determining the effectiveness of the CES and the tools and techniques implemented. The report card will include a review and analysis of the measurable outcomes of all previously mentioned engagement tactics in order to determine the extent to which this project reached its goal of connecting with the community.



# **Community Engagement Strategy – Outline**

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## **Goals/Objectives**

### **1. Ease Fears**

- a. Through education, on-going communications, information distribution
- b. Establishing and building relationships with residents and businesses

### **2. Inspire Support**

- a. Creating two-way communication channels and opportunities
- b. By provide clear, consistent and reliable communications
- c. Showcasing leadership/vision – building reputation of the community

### **3. Mitigate Disruption**

- a. Through proper preparation for each phase of the project
- b. Creating unique events to engage the public and encourage support for local businesses
- c. Identifying and responding to feedback, addressing concerns

## **Key Project Phases**

### **1. Planning**

- a. Community Engagement Strategy to focus on easing fears and inspiring support

### **2. Construction**

- a. Community Engagement Strategy to focus on easing fears and mitigating disruption

### **3. Testing**

- a. Community Engagement Strategy to focus on inspiring support and mitigating disruption

### **4. Operations**

- a. Community Engagement Strategy to focus on inspiring support and easing fears

## **Target Audiences**

### **1. Project Partners**

- a. Primary: Region of Waterloo Planning staff, Grand River Transit staff

## **2. Internal**

- a. Primary: Region of Waterloo staff
- b. Secondary: City of Kitchener, City of Waterloo and City of Cambridge staff

## **3. Businesses**

- a. Primary: Downtown Kitchener BIA, UpTown Waterloo BIA, Cambridge BIA's, Fairview Park Mall, Conestoga Mall
- b. Secondary: Other businesses along the corridor, major employers within the Region, major developers in the Region

## **4. Residents**

- a. Primary: living along the corridor
- b. Secondary: general public

## **5. Project Champions**

- a. Primary: TriTAG, Communitech, Canada's Technology Triangle
- b. Secondary: University of Waterloo, Wilfrid Laurier University, Conestoga College

## **6. Political Partners**

- a. Primary: Region of Waterloo Councillors, Metrolinx, Infrastructure Ontario
- b. Secondary: City of Waterloo, City of Kitchener and City of Cambridge Councillors; Provincial and Federal government staff

TACTIC	OBJECTIVE	TARGET AUDIENCE	TIMING	ROLE/RESPONSIBILITY	MEASUREMENT
<b>Citizen Service:</b>					
<b>Rapid Transit Ambassadors:</b> Opening Day/Month Operations and Celebrations	1. Inspire Support 2. Ease Fears 3. Build Ridership	1. Residents (including current GRT riders)	Prior to and following LRT operation launch in 2017	<b>Lead: Rapid Transit Staff</b> <b>Support: LRT Consortium, General Engineering Consultant</b>	1. Participation 2. Feedback
<b>Storefront:</b> location to host small events, provide customer service, display boards/models - limited open hours	1. Ease Fears 2. Mitigate Disruption 3. Inspire Support	1. Businesses 2. Residents	Just prior to and during construction	Lead: RoW (Project Partners)	1. Participation 2. Feedback
<b>Travelling Road Show:</b> Rapid Transit vehicles, maps, info, etc. (Spring and Summer)	1. Inspire Support 2. Ease Fears 3. Build Ridership	1. Residents 2. Internal Staff	1. <b>Spring/Summer</b> (May, Jun., Jul., Aug., Sept.)	<b>Lead:</b> Rapid Transit Staff <b>Support:</b> Planning, General Engineering Consultant	1. Participation 2. Feedback
<b>Welcome Wagon:</b> For new development projects along the transit corridor	1. Shape Community 2. Build Ridership 3. Inspire Support	1. Businesses 2. Leaders 3. Project Partners	As needed	<b>Lead:</b> Planning (Community Building Strategy Team) <b>Support:</b> Rapid Transit Staff	1. Participation 2. Feedback
<b>Ongoing Print:</b>					
<b>Heritage Route Map:</b> Focus on heritage and architecture buildings along the route highlighted award-winning and perhaps services offered (i.e. museums), contact information is provided and coupons, specials are promoted	1. Inspire Support 2. Shape the Community 3. Build Ridership	1. Businesses 2. Residents 3. Project Champions	Prior to and following LRT operation launch in 2017	Lead: BIAs, Cities Support: RoW	Track Coupons Feedback
<b>Infographics:</b> (ex.by Megan Dinner, QMI Agency) run in local newspapers, education pieces regarding vehicles, power, consortium, driving, crossing the street, transportation choice	1. Ease Fears 2. Inspire Support 3. Mitigate Disruption	1. Residents 2. Project Partners 3 Project Champions	Throughout construction	Lead: RoW, Support: Consortium, GEC	1. Feedback 2. Could be pdf online for viewing and comment
<b>Promotional Items:</b> I HEART Rapid Transit surprise and delight bonus packages, giveaways, etc.	1. Mitigate Disruption 2. Inspire Support 3. Shape the Community	1. Businesses 2. Project Champions	In partnership with the local BIAs, Chamber of Commerce, Tourism	<b>Lead:</b> Rapid Transit Staff <b>Support:</b> LRT Consortium, Planning	1. Participation 2. Feedback
<b>Rapid Transit Pocket Packs:</b> Facts Sheet, Did You Know, Resources, Key Messages	1. Ease Fears 2. Inspire Support 3. Mitigate Disruption	1. Leaders 2. Project Partners 3. Internal Staff	<b>Updated Quarterly</b> (Mar., Jun., Sept.)	<b>Lead:</b> Rapid Transit Staff <b>Support:</b> Planning, General Engineering Consultant	1. Participation 2. Feedback
<b>Rapid Transit Project Update</b> (Bi-Monthly)	1. Inspire Support 2. Ease Fears 3. Build Ridership	1. Leaders 2. Project Partners 3. Internal Staff	<b>Bi-Monthly</b> (Feb., Apr., Jun., Aug., Oct., Dec.)	<b>Lead:</b> Rapid Transit Staff <b>Support:</b> Planning, General Engineering Consultant	1. Participation 2. Feedback
<b>Region News</b> (Winter, Spring, Fall)	1. Inspire Support 2. Shape the Community 3. Build Ridership	1. Residents 2. Leaders 3. Project Champions	<b>Winter</b> (January); <b>Spring</b> (April); <b>Fall</b> (October)	<b>Lead:</b> Rapid Transit Staff <b>Support:</b> Planning	1. Feedback
<b>Weekly Ad Updates:</b> Business Buzz, Record CPP, Snap, Kit. Post, Grand	1. Inspire Support 2. Mitigate Disruption	1. Businesses	During Construction	Lead: BIAs Support: RoW	1. Participation 2. Feedback
<b>Online Opportunities: (Social Media/Website/YouTube etc.)</b>					
<b>As You See It (RT Around the World):</b> social media/website, weekly/monthly photo submissions from the public demonstrating RT from around the world	1. Inspire Support 2. Build Ridership	1. Residents 2. Project Champions	Just prior to and during construction	Lead: RoW Support: Project Champions	1. Participation 2. Feedback
<b>Ask-An-Expert:</b> On-line series via Twitter/YouTube	1. Inspire Support 2. Shape the Community 3. Mitigate Disruption	1. Residents 2. Internal Staff 3. Project Champions	<b>Quarterly</b> (2013) <b>Bi-Monthly</b> (2014-17)	<b>Lead:</b> Rapid Transit Staff <b>Support:</b> Planning, General Engineering Consultant	1. Participation 2. Feedback 3. Number of views
<b>Construction Website:</b> For schedule; road closures; parking & traffic updates	1. Mitigate Disruption 2. Inspire Support 2. Ease Fears	1. Businesses 2. Residents 3. Project Partners	Update as needed	<b>Lead:</b> Rapid Transit Staff <b>Support:</b> Planning, LRT Consortium	1. Number of views 2. Feedback
<b>Hear 4 U Videos:</b> social media/website - mini videos, updates on construction progress, feedback from the public, store owner tips etc.	1. Ease Fears 2. Mitigate Disruption	1. Businesses 2. Residents	Just prior to and during construction	Lead: RoW	1. Feedback
<b>Online Video Updates</b> for Rapid Transit Website (Semi-Annual)	1. Inspire Support 2. Build Ridership 3. Shape the Community	1. Residents 2. Leaders 3. Project Champions	<b>Semi-Annual</b> (Apr., Aug.)	<b>Lead:</b> Rapid Transit Staff <b>Support:</b> Planning, General Engineering Consultant	1. Views 2. Feedback
<b>Transifacts:</b> social media/website, weekly facts about transit	1. Inspire Support 2. Build Ridership	1. Residents 2. Project Champions	During Construction and periodically after launch	Lead: RoW Support: Transit Historian, Museum, Archieve etc.	1. Feedback

TACTIC	OBJECTIVE	TARGET AUDIENCE	TIMING	ROLE/RESPONSIBILITY	MEASUREMENT
<b>Speaking &amp; Engagement Opportunities:</b>					
<b>Business Workshop Series:</b> Preparing for Rapid Transit Construction	1. Inspire Support 2. Shape Community 3. Ease Fears	1. Businesses	<b>2013/2014:</b> Feb., Mar., Apr., May, Sept., Oct., Nov.	<b>Lead:</b> Rapid Transit Staff <b>Support:</b> Local BIA's, Chamber of Commerce	1. Participation 2. Feedback
<b>Construction Events:</b> Midnight Madness, Movie Nights, Block Parties	1. Mitigate Disruption 2. Inspire Support 3. Shape the Community	1. Businesses 2. Residents 3. Leaders	In partnership with the local BIAs, Chamber of Commerce	<b>Lead:</b> Rapid Transit Staff <b>Support:</b> LRT Consortium, General Engineering Consultant	1. Participation 2. Feedback
<b>Construction Update Meetings</b>	1. Ease Fears 2. Mitigate Disruption 3. Inspire Support	1. Businesses 2. Project Champions 3. Leaders	As needed	<b>Lead:</b> Rapid Transit Staff, LRT Consortium <b>Support:</b> Planning, General Engineering Consultant	1. Participation 2. Feedback
<b>Lecture Series:</b> School of Architecture - a ride down memory lane - a historical guide of architecture along the route	1. Inspire Support 2. Build Ridership	1. Residents 2. Businesses 3. Project Champions	Leading up to launch, just after launch - revisit periodically, for updates etc.	Lead: RoW Support: School of Architecture	1. Participation 2. Feedback
<b>Lunch &amp; Learns</b> (Regional/City Staff - Semi-Annual)	1. Inspire Support 2. Ease Fears 3. Build Ridership	1. Internal Staff 2. Project Partners	<b>Semi-Annual</b> (Apr., Oct.)	<b>Lead:</b> Rapid Transit Staff <b>Support:</b> Planning	1. Participation 2. Feedback
<b>Music in the Zone:</b> public art - musicians playing in the construction zone (day/night)	1. Inspire Support 2. Mitigate Disruption	1. Businesses 2. Residents	During Construction	Lead: BIAs, Cities Support: RoW	1. Participation 2. Feedback
<b>On-Going Communications:</b> Rapid Transit Charter Committees, BIA's, Working Groups	1. Inspire Support 3. Mitigate Disruption 3. Ease Fears	1. Businesses 2. Project Partners 3. Project Champions	As needed or required by the Rapid Transit Charter	<b>Lead:</b> Rapid Transit Staff <b>Support:</b> Planning, General Engineering Consultant	1. Feedback 2. Participation
<b>Speaker Series:</b> Importance Rapid Transit (with Planning - Semi-Annual)	1. Inspire Support 2. Shape the Community 3. Build Ridership	1. Residents 2. Project Champions 3. Leaders	<b>Semi-Annual</b> (May, Sept.)	<b>Lead:</b> Rapid Transit Staff <b>Support:</b> Planning (Community Building Strategy Team)	1. Participation 2. Media Coverage
<b>University Lecture Series:</b> UofW planning dept. to invite guest speakers for students and public etc. to attend	1. Inspire Support 2. Build Ridership	1. Project Champions 2. Developers 3. Project Partners	Leading up to launch, just after launch - revisit periodically, for updates etc.	Lead: UofW Support: RoW	1. Participation 2. Feedback
<b>Walking Tours</b> (Spring/Summer)	1. Ease Fears 2. Inspire Support 3. Build Ridership	1. Businesses 2. Leaders 3. Project Partners	1. <b>Fall 2012</b> (Sept.) 2. <b>Spring/Summer 2013/2014</b> (May, Jun., Jul., Aug.)	<b>Lead:</b> Rapid Transit Staff <b>Support:</b> Planning, General Engineering Consultant	1. Participation 2. Feedback