

SCHEDULE 21**COMMUNICATIONS PROTOCOL****1. HEALTH CO RESPONSIBILITIES****1.1 Lead Communications Role**

Health Co will assume the lead communications role. Health Co will take primary responsibility for all communications matters and will be responsible for performing the following functions:

- (a) Provide identified, dedicated lead communications contacts with applicable skills and experience with 24/7 availability on applicable aspects of communications;
- (b) Provide identified, dedicated media-trained lead media spokesperson, with back-up media-trained personnel as required with 24/7 availability on applicable aspects of communications;
- (c) Primary media contact for the Project;
- (d) Provide final review and approval of all public communications materials;
- (e) Communicate promptly with all relevant parties on crisis issues and communicate within 24 hours of general issues;
- (f) Maintain and update project web site, as required; and
- (g) Provide updates to internal/external stakeholders, as required.

1.2 Role During Design and Construction Period

In the period up to the Substantial Completion Date, Health Co shall take the lead role in providing:

- (a) Communications (including web site): a comprehensive program including print, web-based, audio-visual and other elements describing and providing information about the Project as it proceeds;
- (b) Community relations: a community relations program to ensure two-way communication and problem-solving between the Parties and external stakeholder groups, neighbourhoods, cities, and others regarding design and construction issues, public reporting and communications. Such actions may include community events and presentations to community groups;
- (c) Media relations: a media relations policy and protocol to be developed in cooperation with the Parties and internal stakeholders;

- (d) Public reporting and consultation: for day to day, and more broadly, for each year, of construction to highlight and provide progress updates and information and how community issues have been considered and addressed throughout the year;
- (e) Crisis communications: required planning for potential crisis issues;
- (f) Government relations: communications between the parties involved in the Project and government bodies (municipal, regional, provincial, national);
- (g) Patient-related communications: all communications related to the provision of Clinical/Non-Clinical Services and Health Authority Policies; and
- (h) Performance review: periodically review Project Co.'s performance in providing communications as outlined in Section 2 of this Schedule.

1.3 Role Post Substantial Completion

Health Co's role post Substantial Completion Date is described in Section E1 of the Output Specifications.

2. PROJECT CO RESPONSIBILITIES

2.1 Support Communications Role

Project Co will assume the support communications role. Project Co will be responsible for performing the following functions:

- (a) Provide identified, dedicated communications contacts with applicable communications skills and experience with 24/7 availability;
- (b) Provide identified, dedicated media-trained lead media spokesperson, with back-up media-trained personnel as required with 24/7 availability on applicable aspects of communications;
- (c) Respond to communications issues in accordance with agreed timeframes;
- (d) Review and/or provide communications and/or technical materials including reasonable requests by Health Co for web site content;
- (e) Update internal/external stakeholders as required, including involvement and participation in community events as required;
- (f) Direct all media enquiries and interview requests to Health Co's lead communications contact;

- (g) Maintain a written record of all material public enquiries, complaints and communications and provide copies to Health Co's lead communications contact on a weekly basis (or immediate if urgent); and
- (h) During a crisis situation, the Parties acknowledge that a ramping up of communications efforts will be required. Project Co will ensure and make available sufficient resources to effectively and proactively manage and perform its communications responsibilities during a crisis, including 24/7 availability.

2.2 Role During Design and Construction Period

In the period up to Substantial Completion Date Project Co shall perform the following:

- (a) Develop and implement a communications plan. The plan is to be updated annually, and reviewed and approved by Health Co. The plan will provide:
 - (i) A description of Project Co's approach to all communications aspects of the Project;
 - (ii) A description of Project Co's communications team, including the roles and responsibilities for each team member and any subcontractors who will provide any aspect of the communications program; and
 - (iii) Identification of proposed communication tools (e.g., types of information materials, web site, audio-visual, presentations, events) to be used to keep the community informed, and a schedule for implementation as the Project progresses.
- (b) Coordinate with Health Co in the implementation of the communications plan. This is to include regular meetings with Health Co to discuss communication issues and developments, and monthly progress reports, which will include information on activities, public and media enquiries, any emerging issues, and actions taken in response to issues. Health Co is to approve media releases and public communications information to provide a fair and accurate release of information in a coordinated fashion;
- (c) Regular communications with the immediately affected property owners and neighbourhoods on design and construction related issues with particular attention to communicating the scope, schedule and status of the construction program. This will include processes to proactively address any work related enquiries and issues (e.g., public enquiries, complaints re noise, hours of work, dust etc.);
- (d) Provide management information for the management of local and regional traffic during the construction process;
- (e) Establishing and maintaining a construction project information line, with voice mail capability, and construction-related information posted to agreed-to websites; and

- (f) Development of a plan outlining roles and responsibilities for a list of potential crisis issues that could develop during this period. This plan will be developed jointly with Health Co.

2.3 Role Post Substantial Completion

Project Co's role post Substantial Completion Date is described in Section E1 of the Output Specifications.