

**SCHEDULE 9
COMMUNICATIONS AND ENGAGEMENT**

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**PART 1
GENERAL PROVISIONS**

1.1 Communications and Engagement Reference Documents

Project Co's Communication and Engagement activities shall comply with the following Reference Documents:

- (a) Public Participation Plan.

1.2 Communications and Engagement Scope

Communications and Engagement refers to the following general activities as described in more detail throughout this Schedule:

- (a) Construction notification;
- (b) Community and Stakeholder Engagement;
- (c) Enquiry-Response management;
- (d) supporting the Province with crisis communications and issues management; and
- (e) supporting the Province with media and government relations.

1.3 Communications and Engagement Objectives

Project Co acknowledges that the desired outcome of all the Communications and Engagement activities is to involve and inform the general public and Stakeholders concerning the value, benefits and progress of the Project. Communications and Engagement objectives for the Project include:

- (a) build and maintain positive relationships with Stakeholders, local residents and businesses, adjacent property owners and the public;
- (b) increase general public understanding of the Project goals and the status of Construction;
- (c) support the overall Traffic Management requirements, including minimizing disruption and maximizing predictability, with timely and proactive notification of traffic events;
- (d) meet all requirements of Environmental Authorities in connection with the Project, including all requirements of the Environmental Assessment Certificate, the Port Project and Environmental Permit, the Table of Conditions - EAC, the Project and Environmental Conditions - PPEP and Schedule 6 [Environmental Obligations];
- (e) consider and respond appropriately to general public, community and Stakeholder enquiries, comments and complaints in relation to the Project, including with respect to noise, dust, vibration, traffic impacts, construction schedule and staging and impacts to local residents and local businesses' operations; and
- (f) demonstrate accountability in effectively delivering Communications and Engagement activities.

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1.4 Planning and Reporting Requirements in Addition

For clarity, any planning and reporting requirements in this Schedule are separate and distinct from and in addition to and do not limit Project Co's obligation to submit plans and reports to the Province under this Agreement, including Schedule 6 [Environmental Obligations] and Schedule 7 [Quality Management].

1.5 Technological Improvements

Project Co shall monitor and keep up-to-date on all technological developments and other improvements that may have a beneficial effect on Communications and Engagement for the Project or improve Project Co's ability to give effect to the provisions of this Schedule ("**Technological Improvements**") provided that, before implementation, Project Co shall submit any such Technological Improvement to the Province's Representative in accordance with the Consent Procedure.

PART 2 COMMUNICATIONS AND ENGAGEMENT MANAGEMENT

2.1 Communications and Engagement Obligations

Project Co shall comply with, observe, satisfy and perform all of the obligations and requirements set out in this Schedule (the "**Communications and Engagement Obligations**"), including the following:

- (a) developing and implementing a comprehensive approach to Construction notification to ensure local communities, Stakeholders and the general public are informed and engaged as appropriate, and as required in accordance with this Agreement;
- (b) participating in a comprehensive Communications and Engagement program, with the Province, concerning the value, benefits and progress of the Project
- (c) anticipating matters, with the Province, relating to the Project that may be of interest and concern to local communities, Stakeholders, the general public and the media, and developing and implementing proactive plans that respond to these interests and concerns;
- (d) supporting and contributing to a positive working relationship with the Province, the community, Stakeholders and the general public;
- (e) not changing the branding of the Project Infrastructure or any other Province initiatives or projects;
- (f) not disseminating public information about the Project except as provided in this Schedule and this Agreement;
- (g) building and fostering relationships with local residents, businesses, Stakeholders and the general public in order to understand and proactively and appropriately address concerns about the Project Work, using Communications and Engagement best practices;
- (h) exhibiting a high degree of professionalism and courtesy in carrying out the Communications and Engagement Obligations in accordance with this Schedule, including:

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- (i) planning, organizing and attending public and Stakeholder events as required in accordance with Section 5.1 [Community and Stakeholder Engagement Activities and Events] of this Schedule (“**Engagement Events**”), including events that engage with interested parties about Design and Construction including traffic management plans, provide Project updates, gather feedback and/or provide beneficial networking opportunities for local contractors, vendors, community businesses, and qualified employees looking for work in connection with the Project;
 - (ii) conduct of staff and contractors within the construction site (such as limiting noise and litter, cleanliness of vehicles);
 - (iii) location of staff and contractor vehicle parking; and
 - (iv) maintaining and replacing existing accesses, driveways, sidewalks, bike paths, fencing, information, signs and other Infrastructure;
- (i) performing the Project Work in accordance with the Communications and Engagement Obligations and this Agreement, including:
- (i) providing notice of Construction and other Project activities to local communities, Stakeholders and the general public, and recording such notices in the electronic tracking system maintained for construction notification and engagement;
 - (ii) promptly responding to enquiries and concerns from local residents, businesses, Stakeholders and the general public, including working with the construction team to proactively identify and minimize impacts arising from Construction and maintaining an electronic tracking system for enquiries and responses;
 - (iii) providing information for the website(s) maintained by the Province (the “**Website**”) as set out in Section 4.1.2 of this Schedule;
 - (iv) maintaining a 24/7 public information line with a live operator;
 - (v) convening and/or participating in Stakeholder advisory groups and Engagement Events, regarding Design and Construction and other matters of interest to local communities, Stakeholders and the general public;
 - (vi) maintaining both an Enquiry-Response electronic tracking system and construction notification and engagement electronic tracking system; and
 - (vii) supporting issues management and crisis communications and resolution.

2.2 Plan Requirements

Table 2.2 sets out the plans which Project Co is required to develop, implement, maintain and update in accordance with this Schedule and the due dates for production of each plan, and specifies whether the plans are required to be submitted to the Province’s Representative under the Review Procedure or the Consent Procedure. In addition to the plans required, this Schedule sets out in Parts 3, 4, 5, 6 and 7 circumstances under which certain deliverables shall be submitted to the Province’s Representative under

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the Review Procedure or the Consent Procedure, as the case may be, and certain applicable performance measures.

Table 2.2

Plan	Section of this Schedule	Due Date	Review Procedure or Consent Procedure
Project Co Communication Protocol (First Submission)	2.4	Initial plan no later than 45 days following the Effective Date	Consent Procedure
Project Co Communication Protocol (Updates)	2.4	As soon as completed when required, and in any event, no later than June 1 annually	Review Procedure
Construction Communications and Engagement Plan, including all related sub-plans (First Submission)	2.5	Initial plan no later than 60 days following the Effective Date	Consent Procedure
Construction Communications and Engagement Plan, including all related sub-plans (Updates)	2.5	As soon as completed when required, and in any event, no later than June 1 annually until Total Completion Date	Review Procedure

2.3 Communications and Engagement Team

- (a) Project Co shall appoint and maintain a team of Communications and Engagement specialists to meet its obligations in relation to this Schedule.
- (b) The Communications Director shall be a Key Individual subject to the requirements of Section 3.3 [Key Individuals] of Schedule 2, and shall have a minimum of 10 years of the following experience:
 - (ii) managing construction and traffic communications for large infrastructure projects comparable to the Project;
 - (iii) working with government communications processes and policies;
 - (iv) developing construction and traffic communications strategies with the input of multiple stakeholders;
 - (v) working with issues management related to infrastructure projects; and
 - (vi) planning and managing community and stakeholder engagement for infrastructure projects.
- (c) Project Co shall at all times from the Effective Date to the Total Completion Date appoint and maintain a Communications and Engagement Manager, who shall have a minimum of five years experience in writing public notices, stakeholder and community engagement, communications management and issues management.

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- (d) Project Co shall at all times from the Effective Date to the Total Completion Date appoint and maintain a media spokesperson who shall have prior relevant experience with media interviews and shall, when requested by the Province, work with the Communications Director to support the Province's media relations efforts.

2.4 Project Co Communication Protocol

Project Co shall develop, implement, maintain and update in accordance with this Schedule an organization, plan and process for managing Project Co's execution of the Communications and Engagement Obligations (the "**Project Co Communication Protocol**") which shall include, as a minimum, the following information:

- (a) an executive summary;
- (b) a description of Project Co's Communications and Engagement team, including the number of personnel proposed, roles, responsibilities, and experience of each team member;
- (c) a description of how the Communications Director will manage Project Co's Communications and Engagement team and each team member;
- (d) a description of the required qualifications and experience of Project Co's media spokesperson with respect to media interviews;
- (e) a description of how the Communications Director will manage communication activities with the Principal Contractors and Subcontractors;
- (f) an organizational chart showing the proposed relationship between the Communications Director, and: the rest of Project Co's Communications and Engagement team, Project Co's Representative, the Design-Build Contractor Director, a senior Design Build Contractor communications manager, and the Province;
- (g) a summary of the proposed Communications and Engagement tools and tactics proposed to meet the obligations set out in this Schedule, including the plans required in accordance with this Schedule; and
- (h) a description of how Project Co. will coordinate Communications and Engagement activities with the Province, including responding to Communications and Engagement-related requests from the Province.

2.5 Construction Communications and Engagement Plan and Sub-Plans

- (a) Project Co shall develop, implement, maintain and update in accordance with this Schedule a plan (the "**Construction Communications and Engagement Plan**") which shall be in effect until the Total Completion Date and shall include, as a minimum, the following sub-plans:
 - (i) Construction Notification Plan;
 - (ii) Enquiry Response Plan;

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- (iii) Crisis Communications Plan; and
- (iv) Community and Stakeholder Engagement Plan.
- (b) The sub-plans identified in paragraph (a) above, and as further described below shall include reference to and interface with other relevant documents and management plans required in accordance with this Agreement, including for clarity the Marine and Fisheries Access Management Plan.
- (c) Project Co shall develop, implement, maintain and update in accordance with this Schedule a plan (the “**Construction Notification Plan**”) which shall include, as a minimum, the following information:
 - (i) a description of the general Project communication activities and Communications and Engagement activities with respect to Construction specifically, and how Project Co will proactively carry out these activities in accordance with the obligations set out in this Schedule including, specifically, how it will:
 - (A) provide notice to local communities, Stakeholders and the general public of Construction, Construction-related traffic delays, Closures, detours, traffic incidents and emergencies within the timeframes specified and using which tools;
 - (B) proactively engage Stakeholders in accordance with the Community and Stakeholder Engagement Plan regarding Construction, including Construction-related traffic information; and
 - (C) support the Province’s communications and media relations activities by supplying accurate information about the Project to the Province within the timeframes specified and incorporating into Project notifications the Province’s key messages as requested;
 - (ii) a detailed description of the communications tools outlined in the Project Co Communication Protocol that will be used for Construction and traffic communications to:
 - (A) minimize traffic disruption and maximize traffic predictability;
 - (B) generate clear, consistent and accessible Construction and traffic information for Stakeholders, the general public and the traffic media; and
 - (C) communicate general Construction and traffic information within the timeframes specified;
 - (iii) proposed templates for common notification activities including a public notice, email and a traffic media notice that Project Co will use for notification of Construction and traffic impacts;
 - (iv) proposed protocol for managing the text, timing and locations for dynamic sign messages concerning unforeseen events or traffic incidents;

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- (v) a detailed description of how Project Co. will use a live, online database tracking system to electronically and accurately record, track and report out on Construction notification, including the form of notification, date of issuance, method of delivery and to whom the notice was issued (for example a copy of the notification, list of Stakeholders, geographic area for mail-out, geographic area for door-to-door delivery); and
 - (vi) reference to and interface with the Traffic Management Plan prepared in accordance with Part 4 [Traffic Management] of Schedule 4, the Table of Conditions – EAC and the Project and Environmental Conditions - PPEP in Schedule 6, and all other required interfaces outlined in this Agreement.
- (d) Project Co shall develop, implement, maintain and update in accordance with this Schedule a plan (the "**Enquiry-Response Plan**") which shall outline, as a minimum, how Project Co will:
- (i) manage and respond to enquiries, suggestions and complaints with respect to the Project;
 - (ii) use a live, online database tracking system to electronically and accurately record, track and report on enquiries and response, with respect to the Project;
 - (iii) keep the electronic tracking system current with updated contact information; and
 - (iv) meet FOIPPA and CASL requirements.
- (e) Project Co shall develop, implement, maintain and update in accordance with this Schedule a plan (the "**Crisis Communication Plan**") which shall outline, as a minimum, the following information:
- (i) how Project Co will interface with and integrate with emergency responders and others as appropriate with respect to crisis communications;
 - (ii) the audiences, tactics and tools proposed to be used in responding to a crisis situation;
 - (iii) a list of key contacts and contact numbers, including contact information for Project Co's media spokesperson;
 - (iv) a preliminary work plan for initial triage in the event that a crisis occurs; and
 - (v) how the Crisis Communications Plan interfaces with the Emergency Response Plan prepared in accordance with Section 7.2.2 [Emergency Response Plan] of Part 4 of Schedule 4.
- (f) Project Co shall develop, implement, maintain and update in accordance with this Schedule a plan (the "**Community and Stakeholder Engagement Plan**") which shall clearly describe how Project Co will meet its obligations for Community and Stakeholder Engagement under this Agreement, including, as a minimum, how Project Co will:

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- (i) coordinate Communications and Engagement activities with the Province, including responding to Communications and Engagement-related requests from the Province;
- (ii) participate in a proactive Community and Stakeholder Engagement program to build relationships, provide local communities, Stakeholders and the general public with regular information about Project designs, plans, benefits, impacts, and Construction, including but not limited to public information sessions and open houses, responding to questions and concerns, and organizing and/or attending other meetings that the Province may deem appropriate, community-specific engagement on aspects like noise management and mitigation, milestone announcements and celebrations;
- (iii) support the Province in undertaking other community relations programs and events that the Province considers necessary or desirable, from time to time;
- (iv) plan and attend community meetings and Engagement Events, respond to enquiries from the general public, provide information on updates on Construction and problem solving on Construction and traffic issues as they arise;
- (v) proactively manage regular contact with local communities, Stakeholders and the general public regarding Construction to identify and minimize impacts arising from Construction and proactively manage and respond to day-to-day enquiries and complaints on issues and concerns arising out of Construction, including notification and timing of Construction, traffic impacts, noise, hours of work and construction updates;
- (vi) track specifics of all meetings, Engagement Events, and other events using the construction notification and engagement electronic tracking system;
- (vii) until the Total Completion Date, attend Stakeholder meetings, municipal council and local government presentations, and such other meetings as the Province deems necessary or desirable, and provide all meeting materials that may reasonably be required;
- (viii) support reasonable Stakeholder initiatives;
- (ix) support the Province in undertaking other Stakeholder engagement programs and events that the Province considers necessary or desirable, from time to time;
- (x) provide appropriately experienced personnel to plan, attend and follow up as appropriate on any meetings, events, or initiatives, to maintain a positive working relationship with the Province, local communities, Stakeholders and the general public;
- (xi) immediately notify the Province of any issues or potential issues to facilitate timely resolution;
- (xii) in consultation with the Province, develop and implement strategies to track, address, mitigate and minimize any issues or potential issues; and

- (xiii) respond to emerging issues or potential issues identified by the Province within the timeframe specified by the Province.

2.6 Performance Measures

- (a) The Tables in each of Part 3 [Project Co Communication Protocol], Part 4 [Public Notifications Performance Measures], Part 5 [Community and Stakeholder Engagement Performance Measures] and Part 6 [Media and Government Relations Performance Measures] of this Schedule set out performance measures to be met by Project Co in relation to Communications and Engagement and the applicable timing for each such performance measure, where applicable, and also specify whether any deliverables included within such performance measures are required to be submitted to the Province Representative under the Review Procedure or the Consent Procedure.
- (b) In respect of any performance measure set out in such Tables with a designation of “Minor”, “Moderate”, “Major”, or “Severe” in a column entitled “Performance Mechanism Index”, such designation indicates, in respect of the performance measure corresponding to such designation, the basis on which NCE Points and Default Points will be assigned in accordance with Part 10 [NCE Points and Default Points] of Schedule 10 to this Agreement.

**PART 3
PROJECT CO COMMUNICATION PROTOCOL PERFORMANCE MEASURES**

Table 3

	Performance Measure	Timing	Performance Mechanism Index
3.1	Communications Working Group:		
	(a) Project Co shall convene, organize and maintain a Communications Working Group that will meet regularly with the Province. Project Co representation on the Communications Working Group shall comprise Communication and Engagement staff from Project Co including the Communications Director, Communications and Engagement Manager, the Design Manager (as required), the Traffic Manager, a senior Design-Build construction manager and others as appropriate to foster a positive working relationship between Project Co and the Province with respect to Communications and Engagement activities and to build a community and Stakeholder-focused approach to the Project and Construction management and mitigation of impacts due to Construction;		Moderate
	(b) Project Co shall convene an initial meeting of the Communications Working Group;	No later than 30 days following the Effective Date	Moderate
	(c) Project Co shall convene regular meetings of the Communications Working Group;	At a minimum, weekly up to Total Completion Date	Moderate

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	Performance Measure	Timing	Performance Mechanism Index
	(d) Project Co shall present a 4-month look ahead calendar identifying planned Project activities that warrant action under this Schedule and proposed related Communications and Engagement actions;	At every meeting (at least weekly)	Minor
	(e) Project Co shall report on the status of the Enquiry-Response electronic tracking system, including at a minimum, the number of enquiries, the status of responses to enquiries, and the completeness and timeliness of content updates;	At every meeting (at least weekly)	Moderate
	(f) Project Co. shall report on the status of the construction notification and engagement tracking system, including notification of Construction activities and traffic impacts, including at a minimum, the notifications that have been sent, the date of issuance, the method for distribution, the distribution area, as well as upcoming planned notifications including proposed timing, method for distribution and distribution area;	At every meeting (at least weekly)	Moderate
	(g) Project Co shall prepare an agenda for the meetings that will allow for information sharing, discussion of matters of interest to local communities, Stakeholders and the general public, and identification of and response to emerging issues; and	For each meeting	Minor
	(h) Project Co shall report on the status of communications and engagement activities at each meeting.	At every meeting (at least weekly)	Moderate
3.2 Evaluation and Reporting			
	Project Co's Quality Audits of Communication and Engagement shall include audits of Project Co's Communications and Engagement performance, which shall include, among other audit items, the following information:	In accordance with Project Co's Quality Audit Plans and as indicated below	Moderate
	(a) assessment of performance in relation to the following Communication and Engagement plans and associated activities, including recommendations for how Project Co will incorporate improvements into the annual updates of the respective plans: (i) Project Co Communication Protocol; and (ii) Construction Communications and Engagement Plan.	Annually, no later than March 1	Moderate

**PART 4
PUBLIC NOTIFICATIONS PERFORMANCE MEASURES**

Table 4

	Performance Measure	Timing	Performance Mechanism Index
4.1	General Communication		
4.1.1	Project Identity and Graphic Design: Project Co shall use and apply to all informational materials the visual identity and graphic standards provided for the Project to Project Co by the Province.	For all materials submitted in accordance with this Schedule	Moderate
4.1.2	Website: Project Co shall provide to the Province content for the Website, including regularly-updated, current construction and traffic information as well as information for job-seekers and potential Subcontractors including any apprenticeship programs offered by Project Co.	As required by Province	Moderate
4.1.3	Social Media: At all times, Project Co shall:		
	(a) provide text and multimedia content to the Province to support the Province’s social media strategy for the Project, which may include Twitter, Facebook, YouTube, Flickr and that may be expanded to include other tools and techniques; and	As required by Province	Minor
	(b) submit such content described in Section 4.1.3(a) of this Schedule to the Province pursuant to the Consent Procedure.		
4.1.4	Enquiry-Response Plan and Electronic Tracking System: Project Co shall:		
	(a) respond to enquiries received by telephone, e-mail or other written correspondence, or in person, within targeted response times as follows:		
	(i) calls related to traffic safety, traffic incidents or Construction and/or traffic emergencies;	Within 5 minutes	Major
	(ii) urgent enquiries related to Construction impacts, traffic disruptions/ impacts;	As soon as possible, but in no event later than 1 hour after receipt of the enquiry	Major
	(iii) other enquiries related to Construction; and	98% in 3 days; 100% in 5 days	Moderate
	(iv) general enquiries;	98% in 3 days; 100% in 5 days	Minor
	(b) ensure that responses explain how the subject matter of the enquiry will be addressed;		Minor

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	Performance Measure	Timing	Performance Mechanism Index
	(c) implement a live electronic tracking system using an online database, to track Enquiry-Response activities, including all contact by telephone, email, at meetings and events, in person and written correspondence (including enquiries, suggestions, complaints and compliments) and responses provided/actions taken (the system shall provide live access to the current status to both Project Co and the Province); and	Within 30 days of Effective Date	Major
	(d) keep updated in the electronic tracking system, all fields required to satisfy all tracking and reporting requirements, which shall include, as a minimum, a description of the enquiry/complaint, response time, time to meet on site if required, meeting location and attendees, the time to complete the appropriate action, follow up on responses or actions, tracking of repeat enquiries/issues, and where a complaint may not be justified or satisfaction is not possible, a record of the steps taken and advice given must be recorded.	Current to within 1 Business Day	Moderate
4.1.5	Project Phone Line: Project Co shall:		
	(a) maintain a 24/7 public information Project phone line with a live operator at all times to:	Launch within 30 days of the Effective Date	Major
	(i) provide, without limitation 24/7 site contact information including in the event of a Code 3 Response (B.C. Ambulance Service Radio Code 3 emergency vehicle response to a call using lights and siren) or public emergency as warranted by emergency response agencies; and	At all times	Severe
	(ii) receive and respond to general public enquiries about the Project in accordance with the timeframes specified in Section 4.1.4(a) of this Schedule;		
	(b) develop, implement, and maintain, a training protocol for operators, including process flow charts for action with respect to different types of calls; and	Within 30 days of the Effective Date and as soon as updated to Total Completion Date	Minor
	(c) submit the proposed training protocol described in Section 4.1.5(b) of this Schedule to the Province pursuant to the Review Procedure.		
4.1.6	Construction and Traffic Notifications: Project Co shall:		
	(a) provide using the Province pre-approved email templates, email notification regarding Construction that has the potential to adversely affect traffic, including but not limited to Stoppages, Lane Closures, Lane Shifts or Detours, to:		
	(i) the Province's Provincial Highways Condition Centre/Drive BC traveller information system:	(A) no later than 1 week in advance of the scheduled Construction;	Moderate

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	Performance Measure	Timing	Performance Mechanism Index
		(B) immediately upon actual occurrence of the scheduled Lane Closure, Stoppage or permitted Full Closure and upon its termination; and	Moderate
		(C) within 15 minutes in the event that the Construction is postponed or rescheduled	Moderate
	(ii) emergency responders (including but not limited to Police, fire, ambulance, search and rescue, regional health authorities, area hospitals and municipal and regional emergency service providers), TransLink and Coast Mountain Bus Company:	(A) no later than 1 week in advance of the scheduled Construction;	Moderate
		(B) immediately upon actual occurrence of the scheduled Lane Closure, Stoppage or permitted Full Closure and upon its termination; and	Moderate
		(C) within 15 minutes in the event that the Construction is postponed or rescheduled	Moderate
	(iii) traffic media:	(A) no later than 48 hours prior to the scheduled Construction; and	Moderate
		(B) in the event that the Construction is postponed or rescheduled, 1 day in advance of the postponement	Moderate

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	Performance Measure	Timing	Performance Mechanism Index
	(b) develop and distribute using the Province pre-approved email or mail templates, notification of Construction, including traffic notifications, for email subscribers, local communities, Stakeholders and the general public:	(A) no later than 1 week in advance of the scheduled Construction for construction activities such as a Lane Closure or daytime construction;	Moderate
		(B) no later than 2 weeks in advance of the scheduled Construction for construction activities such as pile driving, significant noise, or nighttime construction of shorter duration;	Moderate
		(C) no later than 4 weeks in advance of the scheduled Construction for construction activities such as a Full Closure or nighttime construction of longer duration; and	Moderate
		(D) within 1 Business Day in the event that the Construction is postponed or rescheduled	Moderate
	(c) submit all notifications to the Province pursuant to the Review Procedure; and	Submit 1 week prior to scheduled distribution	

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	Performance Measure	Timing	Performance Mechanism Index
	(d) implement and keep updated a live construction notification and engagement electronic tracking system using an online database, to track Construction and traffic notification and engagement activities including at a minimum, the notifications that have been sent, the date of issuance, the method for distribution, the distribution area, and where applicable mail-out areas, email distribution lists, door-to-door delivery or visits; and ensuring the system provides live access to the current status to both Project Co and the Province.	Within 30 days of Effective Date to Total Completion Date	Major
4.1.7	Advertising Communications: Project Co shall provide information and content regarding general Project information, Construction activities and traffic impacts to the Province to support advertising or Project Updates that the Province may undertake.	Within 1 week of request by the Province	Moderate
4.1.8	Information Signs: Project Co shall:		
	(a) during Construction:		
	(i) arrange, produce, install, remove, store and manage static and dynamic signs to provide road users with information about upcoming Construction that has the potential to affect traffic and/or access to businesses;	As required	Major
	(ii) ensure that signs meet Ministry standards and are of appropriate size, colour, lighting and location to ensure visibility;		Minor
	(iii) include the Project phone line number on all Project information signs and all Project Co signs in a font size large enough to be visible to drivers;		Moderate
	(iv) keep signs in good condition when installed and repair or replace damaged signs within 48 hours;		Moderate
	(v) remove graffiti on signs within 48 hours, or, if graffiti cannot be removed, replace signs within 72 hours; and		Moderate
	(vi) provide personnel to install, remove, and relocate signs on an expedited basis as required and if requested by the Province;		Minor
	(b) submit to the Province pursuant to the Review Procedure before intended deployment, proposed text, timing and location of all proposed static and dynamic message signs including shop drawings; installation details and a mock-up of the text; and confirmation of permits (if applicable);	Not less than 15 days before deployment	
	(c) ensure that portable dynamic message signs provide advance notification of planned traffic pattern changes;	Minimum of 5 Business Days prior to the date of implementation	Moderate

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	Performance Measure	Timing	Performance Mechanism Index
	(d) for all static signs, use colours and designs, consistent with the visual identity and graphic standard provided that: (i) identifies the Project Infrastructure in such a manner as to ensure that it is clear in the general public's perception that the Project Infrastructure is part of the Provincial Highway System;		Major
	(ii) visually differentiates from the Province and other government agencies;		Minor
	(iii) clearly communicates the Project intent; and		Minor
	(iv) is consistent with other Project Co Communications and Engagement material for the Project, as accepted by the Province in accordance with this Schedule;		Minor
	(e) submit to the Province pursuant to the Consent Procedure prior to installation, erection or removal, the location, content and format of all permanent signs and notices to be installed or erected on the Project Infrastructure, and any signs proposed to be removed;	14 days prior to scheduled installation, erection or removal	
	(f) install Provincial funding signs in a location specified by the Province; provide personnel to install, remove and relocate signs on an expedited basis as required.	Within 1 week of Province request	Moderate
4.1.9	Photography and Videography: to record and demonstrate progress of the Project from start of Construction to the Total Completion Date, Project Co shall provide to the Province:		
	(a) professional quality, high resolution photos, graphics and images for shared and royalty-free use by the Province, in publications, advertising, presentations and on public websites;	At least monthly and for all major Project milestones	Minor
	(b) aerial photography to demonstrate progress of construction along the entire Project Site	At least quarterly	Moderate
	(c) professional quality, high resolution video clips for shared and royalty-free use by the Province, in publications, advertising, presentations and on public websites;	For all major Project milestones	Minor
	(d) time-lapse videos of construction of the bridge; and	From start of Construction to all major Project milestones and to Total Completion Date	Major
	(e) access and assistance for any photographers, videographers or media personnel designated by the Province.	On request of Province	Minor
4.2	Issues Management		
	At all times until the Total Completion Date, Project Co shall: (a) immediately notify the Province of any issues or potential issues to facilitate timely resolution;	As identified	Moderate

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	Performance Measure	Timing	Performance Mechanism Index
	(b) consult with and provide reasonable assistance to the Province with respect to identifying emerging issues;	As identified	Minor
	(c) in consultation with the Province and pursuant to the Review Procedure, develop and implement strategies to:		Minor
	(i) track, address, mitigate and minimize any issues or potential issues;		
	(ii) work with the Province to develop messages regarding Project Co's response to any issues or potential issues and communicate them to affected Stakeholders; and		Minor
	(iii) report to the Province on progress/success of mitigation measures with respect to any issues or potential issues;		Minor
	(d) respond to emerging issues or potential issues identified by the Province within the timeframe specified by the Province, acting reasonably; and	As determined by the Province	Moderate
	(e) keep current and available to the Province at all times, a list of key contact names and cell phone numbers that the Province can access to support issues management response.	Within 5 Business Days of the Effective Date and thereafter within 1 day of any change	Moderate
4.3 Crisis Communication			
	At all times until the Total Completion Date, Project Co shall:		
	(a) provide assistance to the Province in the development of any communication plans and strategies by the Province;		Minor
	(b) during a crisis situation, make available sufficient and appropriate Project personnel to effectively manage and perform Project Co's responsibilities; and	Within 30 minutes of request by Province	Severe
	(c) draft and submit to the Province pursuant to the Consent Procedure, proactive and responsive content for crisis situations when a crisis arises.	No later than 2 hours after Project Co becomes aware of a crisis situation	

**PART 5
COMMUNITY AND STAKEHOLDER ENGAGEMENT PERFORMANCE MEASURES**

Table 5

	Performance Measure	Timing	Performance Mechanism Index
5.1	Community and Stakeholder Engagement Activities and Events		
	Project Co shall participate in Community and Stakeholder Engagement activities and Engagement Events, which shall include the following matters.		
	(a) participate in engagement activities and Engagement Events, which may include resident information meetings, Stakeholder information meetings and a business liaison program, and shall include Project updates, design refinements, Construction activities and traffic-related impacts and measures to mitigate impacts of Construction.	As required by the Province	Moderate
	(b) participate in Engagement Events, to inform interested parties about Project designs including a minimum of two public open houses in each of Surrey and New Westminster and other Stakeholder meetings;	As required by the Province	Moderate
	(c) for each open house Engagement Event described in this Schedule, submit all materials to the Province pursuant to the Review Procedure;	As required by the Province	Moderate
	(d) provide content for Engagement Event materials including information and high-quality renderings and graphics about Project designs; and information and high-quality graphics regarding Construction activities and traffic impacts;	As required by the Province	Moderate
	(e) provide appropriate personnel to plan and attend all Engagement Events, including technical staff, subject matter experts and community relations personnel;	As required by the Province	Moderate
	(f) provide any other Engagement Event materials or logistics required.	As required by the Province	Moderate
	(g) consider all concerns, issues and matters raised by resident groups, business groups and Stakeholders and prepare a report for future meetings and/or for the Province which must:	Within 4 weeks of Engagement Event	Moderate
	(i) demonstrate in detail how Project Co considered the concerns, issues and matters raised by residents, businesses and Stakeholders and how Project Co proposes to address and remedy each of the concerns, issues and matters raised; and		
	(ii) if, in the report in the paragraph (i) above, Project Co proposed not to address or remedy in whole or in part any concern, issue or matter raised by resident groups, business groups or Stakeholders, provide reasons why it proposes not to address or remedy in whole or in part any concern, issue or matter raised by these groups; and		Moderate

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	Performance Measure	Timing	Performance Mechanism Index
	(h) track all meetings, visits and phone calls using the construction notification and engagement electronic tracking system.	Within 1 day of scheduling or rescheduling	Minor
5.2 General Community Relations			
	Project Co shall, until the Total Completion Date: (a) become a member of and actively participate in the New Westminster Chamber of Commerce and the Surrey Board of Trade; and	Annually	Moderate
	(b) prepare content for a quarterly Project update which the Province may send by direct mail to affected residents and businesses, and an electronic copy of which may be posted to the Website.	Quarterly	Moderate
5.3 Stakeholder Advisory Groups			
	Project Co, shall: (a) in consultation with the Province, organize and establish prior to the commencement of any Construction on the Project Site, representative Stakeholders and members to form the following groups:		
	(i) a group (the “ Marine Users Group ”) which will be comprised of representative commercial and recreational marine users, regulatory agencies and other members that the Province may identify and will provide advice and input to marine traffic management and marine users communications, including for commercial and recreational marine users; and	No later than 60 days after the Effective Date	Major
	(ii) a group (the “ Indigenous Marine Users Group ”), which may be comprised of commercial and non-commercial indigenous marine users, regulatory agencies and other members that the Province may identify and will provide advice and input to marine traffic management and marine users communications as it relates to indigenous use of the Project area;	No later than 60 days after the Effective Date	Major
	(b) submit to the Province pursuant to the Consent Procedure the proposed composition and membership of each of the Marine Users Group and the Indigenous Marine Users Group described in paragraph (a) above;		
	(c) compile and keep current the full membership of each of the Marine Users Group and the Indigenous Marine Users Group in paragraph (a) above, in accordance with this Schedule, information from the Province, and any obligations set out in the Environmental Assessment Certificate, the Port Project and Environmental Permit, the Table of Conditions - EAC and the Project and Environmental Conditions - PPEP, including a current list of names and contact information;		Minor

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	Performance Measure	Timing	Performance Mechanism Index
	(d) adhere to the terms of reference, developed by the Province, for each of the Marine Users Group and the Indigenous Marine Users Group, which shall address membership of the group, meeting frequency and format, and the meeting facilitation and chair;	At all times	Moderate
	(e) until the Total Completion Date, convene meetings with each of the Marine Users Group and the Indigenous Marine Users Group to discuss Project design and Construction that has the potential to affect marine users;	At minimum once during 60 days in advance of commencing Construction and thereafter at least once per quarter or as per terms of reference or more frequently as Construction warrants	Minor
	(f) submit to the Province draft agendas and meeting materials for each of the Marine Users Group and the Indigenous Marine Users Group meetings pursuant to the Review Procedure;	At least 14 days before each meeting	
	(g) distribute agendas to the members of the relevant group, the Marine Users Group or the Indigenous Marine Users Group;	7 days before each meeting	Minor
	(h) engage with each of the Marine Users Group and the Indigenous Marine Users Group and hear the concerns, issues and other matters raised on all matters relating to the Project;	At each meeting	Minor
	(i) consider all concerns, issues and matters raised by each of the Marine Users Group and the Indigenous Marine Users Group at each respective meeting, and prepare a report for such meeting, which must: (i) demonstrate in detail how Project Co considered the concerns, issues and matters raised by the relevant group, the Marine Users Group or the Indigenous Marine Users Group, and how Project Co proposes to address and remedy each of the concerns, issues and matters raised; and		Moderate
	(ii) if, in a report in paragraph (i) above, Project Co proposes not to address or remedy in whole or in part any concern, issue or matter raised by the Marine Users Group or the Indigenous Marine Users Group, as applicable, provide reasons why it proposes not to address or remedy in whole or in part any concern, issue or matter raised by the Marine Users Group or the Indigenous Marine Users Group, as applicable;		Moderate
	(j) submit to the Province all such Marine Users Group and Indigenous Marine Users Group meeting reports described in Section 5.3(i) of this Schedule pursuant to the Consent Procedure;	Within 15 days of each meeting	

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	Performance Measure	Timing	Performance Mechanism Index
	(k) deliver all accepted Marine Users Group or Indigenous Marine Users Group meeting reports described in Section 5.3(i) of this Schedule to the Province and representatives of the Marine Users Group or the Indigenous Marine Users Group, as applicable; and	Within 2 Business Days of acceptance pursuant to Consent Procedure	Moderate
	(l) track all Marine Users Group and Indigenous Marine Users Group meetings and events using the construction notification and engagement electronic tracking system.	Within 1 day of scheduling or rescheduling to be updated within 1 day after the meeting	Minor
	(m) participate in a committee (the “ Traffic Advisory Committee ”), which may be comprised of representative emergency responders, municipal staff, goods movers and other local and regional Stakeholders and will provide advice and input to land-based Traffic Management plans and Communication and Engagement with users with respect to traffic-related Construction;	At each meeting	Major
	(n) adhere to the terms of reference, developed by the Province, for the Traffic Advisory Committee, which shall address membership of the group, meeting frequency and format, and the meeting facilitation and chair;	At all times	Minor
	(o) consider all concerns, issues and matters raised by the Traffic Advisory Committee at each meeting; and	At each meeting	Minor
	(p) demonstrate to the Province, how Project Co considered the concerns, issues and matters raised by Traffic Advisory Committee and how Project Co proposes to address and remedy each of the concerns, issues and matters raised.	As required by the Province	Major
5.4 Municipal Liaison			
	Project Co shall, during Construction, participate as required in regular meetings with municipal staff from Surrey and New Westminster, and shall:	As required by the Province	Moderate
	(a) consider all concerns, issues and matters raised by municipal staff at each meeting, and: (i) demonstrate how Project Co considered the concerns, issues and matters raised by the Municipality and how Project Co proposes to address and remedy each of the concerns, issues and matters raised; and	As required by the Province	Minor
	(ii) if Project Co proposes not to address or remedy in whole or in part any concern, issue or matter raised by the Municipalities, provide reasons why it proposes not to address or remedy in whole or in part any concern, issue or matter raised by the Municipalities;	As required by the Province	Minor

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	Performance Measure	Timing	Performance Mechanism Index
	(b) track all meetings and events using the construction notification and engagement electronic tracking system.	Within 1 day of scheduling or rescheduling, to be updated within 1 day after the meeting	Minor
5.5 Property Owner/Local Resident/Business Liaison:			
	(a) Project Co shall: (i) provide notification of Construction and regular Project updates to the immediately affected neighbourhoods, property owners and tenants, and businesses, including going door-to-door as necessary;	As frequently as Construction warrants	Minor
	(ii) notify affected neighbourhoods, property owners and tenants and businesses of any unplanned or unexpected impacts of Construction, including delivering door-to-door as necessary, and track these notifications in the construction notification and engagement electronic tracking system;	As soon as safely practicable	Minor
	(b) Project Co shall: (i) communicate and arrange meetings in advance with residents and businesses where Project Co requires access to private properties;	Within 1 week of intended access	Minor
	(ii) in consultation with the Province, participate in meetings with local resident groups and businesses to provide updated information on projected construction and traffic impacts, and hear concerns, issues and other matters raised on all matters relating to the Project;		Major
	(iii) consider all concerns, issues and matters raised by local resident groups and businesses at each meeting; and		Minor
	(iv) address enquiries, issues and complaints raised, including proactively working with the construction team to identify and minimize impacts arising from Construction; and		Minor
	(c) track all meetings, phone calls and door-to-door visits and any follow up required using the appropriate electronic tracking system.	Within 1 day of scheduling or rescheduling, to be updated within 1 day after the meeting	Minor

**PART 6
MEDIA AND GOVERNMENT RELATIONS PERFORMANCE MEASURES**

Table 6

	Performance Measure	Timing	Performance Mechanism Index
6.1	No Media Relations Activities		
	With the exception of email notices to traffic media which Project Co shall undertake in accordance with Section 4.1.6(a)(iv) of this Schedule, Project Co shall not undertake any activities relating to media relations except where requested by the Province.		Severe
6.2	Media Relations Support		
	Project Co must, at all times until the Total Completion Date, support the Province for the following activities relating to media relations: (a) direct all media enquiries and interview requests to the Province's Representative so that the Province can determine the organization that is most suitable to respond to the enquiry;	Within 1 hour of receiving media inquiry and/or interview request	Moderate
	(b) support the Province's communications and media relations activities by supplying accurate information about the Project to the Province within the timeframes specified;	On request by Province	Minor
	(c) provide all information and data regarding the status of the Project, any traffic incidents, emergencies or other occurrences on the Project Infrastructure and any other information and data the Province may request in order to appropriately respond to media enquiries;	Within the timeframes requested by Province	Minor
	(d) make available an experienced media spokesperson (with back-up trained media personnel) as requested by the Province;	Within the timeframes requested by Province	Moderate
	(e) provide 24/7 availability of media communications staff to monitor, draft messaging, and 24/7 access to subject matter experts to support response to media enquiries as requested by the Province; and	Continually	Moderate
	(f) make technical and subject matter experts available to the Province's media relations staff as required for the purposes of responding to technical matters related to media requests.	Within the timeframes requested by Province	Moderate
6.3	Media Releases		
	The Province, in its sole discretion, will determine when media releases are required and will distribute them. At all times until the Total Completion Date Project Co shall: (a) as requested by the Province, prepare material for such notices; and	As required by Province	Major

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	Performance Measure	Timing	Performance Mechanism Index
	(b) recommend to the Province’s Representative issue-specific communication protocols for incident management, which require immediate issuance of media release.		Minor
6.4 Governmental Authority Liaison Support			
	Without limiting any and all other obligations to proactively liaise with Governmental Authorities in accordance with this Agreement, Project Co shall: (a) proactively support the Province in liaising with affected Governmental Authorities, by providing information about the Project status, upcoming milestones and issues that may affect the Project and reviewing, within the timeframes specified by the Province, any materials produced by the Province for such liaison activities; and	As required by Province	Minor
	(b) participate in meetings as and when requested by the Province.	As required by Province	Minor
6.5 No Public Announcements			
	Neither Project Co nor any of its Principal Contractors or Subcontractors shall issue or disseminate any media release, public announcement or public disclosure relating to the Project without the Province’s prior written consent.		Severe