

**SCHEDULE 9  
COMMUNICATIONS, COMMUNITY RELATIONS AND BUSINESS RELATIONS**

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**PART 1  
GENERAL PROVISIONS**

**1.1 Reference Documents**

Project Co will undertake communications, community relations and business relations activities in compliance with this Schedule and the following Reference Documents:

- (a) the Broadway Subway Communications and Community Relations Plan;
- (b) the Broadway Subway Business Relations Plan; and
- (c) the Broadway Subway Branding and Graphic Standards.

**1.2 Scope**

Project Co's scope for communications, community relations and business relations includes the following activities:

- (a) construction and traffic notification;
- (b) enquiry-response management;
- (c) community relations and Stakeholder relations;
- (d) business relations; and
- (e) supporting the Province with specific functions related to:
  - (i) content development for, including but not limited to, notifications, signage, digital, social, media, presentations, advertising, and Project documentation;
  - (ii) crisis communications and issues management; and
  - (iii) media and government relations,

as such activities are described in this Schedule.

**1.3 Desired Outcome**

Project Co acknowledges that the desired outcome of all communications, community relations and business relations activities is to involve and engage Stakeholders concerning the value, benefits and progress of the Project.

**1.4 Objectives**

Project Co shall be responsible for sharing, supporting, and demonstrating achievement of the following communications, community relations and business relations objectives:

- (a) build and maintain positive relationships with Stakeholders;
- (b) build and maintain a high Stakeholder and public awareness, knowledge and understanding of the Project goals and construction status;

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- (c) support the overall Traffic Management requirements, including minimizing disruption and maximizing predictability, with timely and proactive notification of traffic events;
- (d) maintain a continuous presence on the corridor to effectively manage the information needs of all Stakeholders;
- (e) maintain visibility, accessibility, and awareness of businesses, and services the Project Site throughout the Construction period;
- (f) demonstrate consideration and responsiveness to Stakeholder enquiries, comments, and complaints in relation to the Project, including with respect to noise, dust, vibration, traffic and transit impacts, access, parking, construction schedule and staging;
- (g) respond to emerging and existing issues and incidents with clear management and response processes and procedures; and
- (h) demonstrate priority, accountability, and delivery excellence in relation to communications, community relations and business relations activities.

**1.5 Planning and Reporting Requirements in Addition**

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 4, Part 4 [Traffic], Schedule 6 [Environmental Obligations] and Schedule 7 [Quality Management].

**1.6 Technological Improvements**

Project Co shall monitor and keep up-to-date on all technological developments and other improvements that may benefit communications, community relations and business relations activities for the Project or improve Project Co's ability to give effect to the provisions of this Schedule provided that, before implementation, Project Co shall submit any such technological improvement to the Province's Representative in accordance with the Consent Procedure.

**1.7 Project Brand Standards**

Project Co shall use and apply to all informational materials the Project visual identity and graphic standards established by the Province.

**PART 2  
COMMUNICATIONS, COMMUNITY RELATIONS AND BUSINESS RELATIONS MANAGEMENT**

**2.1 Communications, Community Relations and Business Relations Obligations**

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

- (a) Project Co will develop and implement a comprehensive approach to Construction and Traffic communications activities in accordance with the Construction and Traffic Notification Plan and as follows:

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- (i) align communications, community relations and business relations activities in accordance with the traffic principles and public information requirements outlined in Part 4 [Traffic Management] of Schedule 4 [Design and Construction];
  - (ii) provide Construction and traffic information, including Construction activity, traffic flows, access changes, and hours and location of Construction, through a variety of communications channels in accordance with the Construction and Traffic Notification Plan and as set out in Section 4.24.1 in Table 4 of Part 4 [Project Co Construction and Traffic Management Notification Performance Measures] of this Schedule;
  - (iii) create traffic incident and emergency management communications and notice of construction-related delays, closures, and detours, in accordance with Section 4.2 in Table 4 of Part 4 [Project Co Construction and Traffic Management Notification Performance Measures] of this Schedule;
  - (iv) maintain a 24/7 public information line with a live operator to provide accurate traffic and construction information in accordance with Section 4.2.2 in Table 4 of Part 4 [Project Co Construction and Traffic Management Notification Performance Measures] of this Schedule; and
  - (v) develop, distribute, and track notice of Construction activities, traffic management, and other Project activities and target audience, including Stakeholders.
- (b) Project Co will maintain an electronic tracking system to track enquiries and responses in accordance with Section 4.2.3 in Table 4 of Part 4 [Project Co Construction and Traffic Management Notification Performance Measures] of this Schedule.
- (c) Project Co will designate a Communications Director to participate in regularly scheduled communications management meetings with the Province's representatives in accordance with Table 3 of Part 3 [Project Co Communications and Community Relations Protocol Performance Measures] of this Schedule.
- (d) Project Co will plan, organize, and attend public, Stakeholder and business events during the Term in accordance with Part 5 [Community and Stakeholder Relations Performance Measures] of this Schedule, including:
- (i) events that inform and involve interested parties about design and construction of the Project, provide updates, gather feedback, and provide beneficial networking opportunities for local contractors, vendors, community businesses, and qualified employees looking for work in connection with the Project;
  - (ii) convene and/or participate in meetings with Stakeholder, emergency service providers and community relations activities that may seek input or inform on Project design, Construction activities, and other matters of interest to Stakeholders; and
  - (iii) meet the requirements to inform and engage Stakeholders in accordance with the Design Advisory Process.
- (e) Project Co will participate in and support the Province with issues and crisis management, and support a timely resolution of issues by:

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- (i) establishing a process that demonstrates how Project Co will manage issues and crisis situations with broad Stakeholder and public implication by identifying who will be involved, how facts will be gathered, and how information will be disseminated;
  - (ii) anticipating and documenting matters that may be of interest and concern to Stakeholders and how they will be addressed;
  - (iii) identifying Project Co representatives, prepare for and participate in a daily issues management call comprising representatives of the Province; and
  - (iv) identifying, preparing and training a media spokesperson with the ability to support the Province in publicly responding to issues as described in Section 2.3(c)(iii), as required.
- (f) Project Co will prepare content including real time construction and traffic information, notifications, motion and still images to support the Province’s media, digital, social, community and business relations, and government relations activities related to the Project in accordance with Section 4.1.4 in Table 4 of Part 4 [Project Co Construction and Traffic Management Notification Performance Measures] of this Schedule.
- (g) Project Co will demonstrate professionalism, commitment, and courtesy in carrying out the Communications, Community Relations and Business Relations Obligations in accordance with this Schedule, including:
- (i) upholding the brand and identity standards of the Project and its partners;
  - (ii) not disseminating public information about the Project except as provided in this Schedule and this Agreement;
  - (iii) managing the conduct of staff and contractors within the Project Site (such as limiting noise and litter, and cleanliness of vehicles); and
  - (iv) providing training in the accepted use of personal social media as related to the Project to ensure all staff and contractors comply with the requirements of this Schedule.
- (h) Project Co will provide information for the website(s) maintained by the Province (the “Website”) as set out in Section 4.1.2 of this Schedule.

**2.2 Plan Requirements**

Table 2.2 [Plan Requirements] 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 the submission of each plan. Table 2.2 also 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 required plans, this Schedule sets out in Parts 3, 4, 5 and 6 circumstances under which certain deliverables shall be submitted by Project Co to the Province’s Representative under the Review Procedure or the Consent Procedure, as the case may be, and certain applicable performance measures.

**Table 2.2 Plan Requirements**

Plan	Section of this Schedule	Due Date	Review Procedure or Consent Procedure
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<b>Plan</b>	<b>Section of this Schedule</b>	<b>Due Date</b>	<b>Review Procedure or Consent Procedure</b>
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
Communications, Community Relations and Business Relations Plan, including related sub-plans for construction and traffic notification, issues management and crisis communications, community and stakeholder relations, and business relations (First Submission)	2.5	Initial plan no later than 75 days following the Effective Date	Consent Procedure
Communications, Community Relations and Business Relations Plan (Updates)	2.5	As soon as completed when required, and in any event, no later than June 1 annually	Review Procedure

**2.3 Communications, Community Relations and Business Relations Team**

- (a) Project Co shall appoint and maintain a team of professional communications, community relations and business relations specialists to meet Project Co's obligations pursuant to this Schedule.
- (b) Project Co shall provide a Communications Director who shall report directly to the Design-Build Director, and have a minimum of 10 years of experience with the following:
  - (i) managing traffic and construction communications for large, complex transit and/or public infrastructure construction projects, preferably in an urban environment comparable to the Project;
  - (ii) working with government communications processes and policies;
  - (iii) developing construction and traffic communications strategies and related implementation, with input from stakeholders and partners;
  - (iv) working with issues management related to transit and/or public infrastructure construction projects in an urban environment;

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- (v) planning and managing business relations activities within a significant job and economic centre; and
- (vi) planning and managing community relations for complex transit and/or public infrastructure construction projects.
- (c) Project Co shall, at all times through the Term, appoint and maintain:
  - (i) two Community and Stakeholder Relations Managers, who shall each have a minimum of five years of experience in writing public notices, stakeholder and community relations, communications management, and issues management;
  - (ii) two Business Relations Managers, who shall have sound knowledge of, and a minimum of five years' experience in business relations, community relations, issues management, and communications; and
  - (iii) a Project representative with prior relevant experience in media interviews to serve as a media spokesperson from time to time as required by the Province, and who shall 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 a plan and process for managing and executing Project Co's Communications, Community Relations and Business Relations Obligations (the "**Project Co Communication Protocol**") which protocol shall include, as a minimum, the following information:

- (a) an executive summary;
- (b) a description of Project Co's Communications and Community Relations team, including the Communications Director, Community and Stakeholder Relations Managers, Business Relations Managers, media spokesperson, and other proposed personnel, as well as the roles, responsibilities, and experience of each team member;
- (c) a description of how the Communications Director will manage Project Co's communications, community relations and business relations 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 Project Co and its Subcontractors;
- (f) an organizational chart showing the proposed relationship between the Communications Director, Community and Stakeholder Relations Managers, Business Relations Managers, Media Spokesperson, and the Key Individuals identified in Schedule 2 [Representatives, Review Procedure and Consent Procedure] specifically Project Co's Representative, Design-Build Director, and Design Lead, as well as traffic and construction manager, and the Province;
- (g) a summary of the proposed Communications and Community Relations strategies, tools and tactics proposed to meet the obligations set out in this Schedule, including the plans required in accordance with this Schedule.



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- (h) a description of Project Co's internal issues management process to identify, gather information, and support the Province in managing issues, and/or incidents;
- (i) a description of how Project Co will meet the supporting obligations for content development;
- (j) a description of how Project Co will coordinate Communications, Community Relations and Business Relations activities with the Province, including responding to the Province's communications, community relations, and business relations-related requests; and
- (k) a description of how Project Co will proactively engage and train its workforce on protocols and procedures for media, social media, and public inquiries.

**2.5 Communications, Community Relations and Business Relations Plan and Sub Plans**

- (a) Project Co shall develop, implement, maintain, and update in accordance with this Schedule a plan (the "**Communications, Community Relations and Business Relations Plan**") which shall be in effect for the Term, and shall include, as a minimum, the following information and sub-plans:
  - (i) Construction and Traffic Notification Plan;
  - (ii) Enquiry-Response Management Plan;
  - (iii) Issues Management and Crisis Communication Plan;
  - (iv) Community and Stakeholder Relations Plan; and
  - (v) Business Relations Plan.
- (b) The sub-plans identified in Section 2.5(a) above shall include references to and interface with other relevant documents and management plans required in accordance with this Agreement.
- (c) Project Co shall develop, implement, maintain, and update in accordance with this Schedule a plan (the "**Construction and Traffic Notification Plan**") which shall include, as a minimum, the following information:
  - (i) a description of the Communications and Community Relations activities with respect to construction and traffic notification, and how Project Co will proactively carry out these activities in accordance with the obligations set out in this Schedule, specifically including how Project Co will:
    - (A) proactively communicate with Stakeholders in accordance with the Community and Stakeholder Relations Plan regarding traffic and construction activities;
    - (B) provide notice to local businesses and services, residents, Stakeholders, and the general public of construction within the timeframes specified, and the variety of communications tools that will be used;
    - (C) supply accurate Project information to the Province within the timeframes specified and incorporate the Province's key messages as requested in communications and notification, in of support the Province's communications and media relations efforts; and

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- (ii) proposed templates for common notification activities, including print, digital/online, email, and traffic media notifications that Project Co will use to raise awareness of construction activities, traffic, noise, utility, or other impacts;
  - (iii) a detailed description of how Project Co will track construction and traffic notifications in an up-to-date online database tracking system to electronically and accurately record, track, and report on the notification type, issuance date, delivery method, and to whom issued (e.g. a copy of the notification, list of stakeholders, geographic area for mail-out, and/or geographic area for door-to-door delivery);
  - (iv) proposed protocol for managing the text, timing and locations for dynamic sign messages concerning unforeseen events;
  - (v) respond to enquiries from the general public, and problem solving on construction and traffic issues as they arise;
  - (vi) a detailed description of how traffic management communications activities will support meeting the Master Traffic Management Public Information Plan obligations in Article 1 of Schedule 4 [Design and Construction] and how Project Co will carry out these activities in accordance with the obligations set out in this Schedule, specifically including how Project Co will:
    - (A) interface between Project Co's communications, community relations and business relations team and Traffic Managers to align traffic and communications activities and enable traffic communications to be developed;
    - (B) use the communications tools outlined in the Project Co Communications Protocol that will be used for traffic communications to:
      - (1) minimize traffic disruption and maximize traffic predictability;
      - (2) generate clear, consistent and accessible traffic information for commuters, transit customers, Stakeholders, and the traffic media;
      - (3) communicate traffic and construction information within the timeframes specified; and communicate timely notification related to traffic delays, closures, detours, traffic incidents, and emergencies; and
  - (vii) a detailed description of traffic media management; and
  - (viii) proposed protocol for managing the text, timing and locations for dynamic sign messages concerning unforeseen events or traffic incidents.
- (d) Project Co shall develop, implement, maintain, and update, in accordance with this Schedule, a plan (the "**Enquiry-Response Management 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 an up-to-date online database tracking system, to electronically and accurately record, track and report on enquiries and response, with respect to the Project;

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- (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 "**Issues Management and Crisis Communication Plan**") which shall outline, as a minimum:
  - (i) how Project Co will:
    - (A) develop and maintain an issue log of potential Stakeholder and public issues by station area, and the process by which they will be managed on a day-to-day basis;
    - (B) in consultation with the Province, develop and implement strategies to track, address, mitigate and minimize any issues or potential issues;
    - (C) respond to emerging issues or potential issues identified by the Province within the timeframe specified by the Province;
    - (D) explain and disseminate information on the roles, responsibilities, names and contact information of personnel involved in managing a crisis situation; and
    - (E) 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) a detailed description of how the Issues Management and Crisis Communications Plan interfaces with the Master Incident Management Plan prepared in accordance with Schedule 4 Part 4 Article 1.3.3 [Master Incident Management Plan] of Part 4 of Schedule 4 [Traffic Management Plan].
- (f) Project Co shall develop, implement, maintain and update in accordance with this Schedule a plan (the "**Community and Stakeholder Relations Plan**") which shall clearly describe how Project Co will meet its obligations for Community and Stakeholder Relations under this Agreement, including, as a minimum, how Project Co will:
  - (i) coordinate and support community and Stakeholder relations activities and events with the Province, including responding to community and Stakeholder-related requests from the Province;
  - (ii) comply with the engagement events and reporting required to fulfill the requirements of the Design Advisory Process;
  - (iii) plan and attend community meetings and engagement events to provide an update on construction progress and look ahead for major upcoming construction;

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- (iv) initiate and manage regular and ongoing contact with Stakeholders 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;
  - (v) support the use of innovation to increase engagement, share information, and gather feedback through online, social and digital tools and techniques, and use appropriately-trained personnel to support the Province in providing information and responding to enquiries from the online community;
  - (vi) immediately notify the Province of any existing or potential Stakeholder or community issues identified through Stakeholder and community relations activities, and help facilitate resolution or mitigation;
  - (vii) attend Stakeholder meetings, municipal council, and local and regional 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 during the Term;
  - (ix) 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;
  - (x) provide a detailed description of engagement content development including visuals, graphics, renderings, information, video, and images to be supplied to the Province for sharing through official Project communications channels; and
  - (xi) record, track, and evaluate all meetings, engagement events, and other interactions using the construction notification electronic tracking system.
- (g) Project Co shall develop, implement, maintain and update in accordance with this Schedule a plan (the "**Business Relations Plan**") which shall clearly describe how Project Co will meet its obligations for business relations under this Agreement, including, as a minimum, how Project Co will:
- (i) work collaboratively and support the Province and its partners in developing and implementing a comprehensive approach to a business relations program;
  - (ii) participate in workshops and meetings as required by the Province, to design and develop communications and wayfinding information to raise awareness about businesses, services and retailers in the Project Site;
  - (iii) participate in activities to support broad public awareness that businesses, services, and retailers in construction zones remain open for business throughout the Term;
  - (iv) participate in the ongoing operation of local business committees to provide Project, Construction and traffic information, including problem-solving on traffic and construction issues as they arise such as business access, parking, noise, dust, and vibration;

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- (v) provide timely information about scheduled Construction and traffic activities to maximize predictability and minimize business, service and retail disruptions, including but not limited to access, alternate traffic routes, transit changes, parking and goods and services delivery;
- (vi) provide timely notification and engagement regarding unscheduled or unpredicted construction or traffic activities that may impact business, service, or retail access or operations, including going door-to-door as necessary;
- (vii) respond to business-related requests from the Province, including responding to phone calls, emails, and inquiries that come in through social media, and going door-to-door to each business as necessary;
- (viii) support the Province in developing construction and traffic information, collateral, images, plans, maps and other material specific for businesses, services and retailers;
- (ix) install and maintain signage designed and fabricated by the Province that raises awareness and visibility of businesses and services in the Project Site to ensure the reasonable convenience of business and service owners, patrons and employees; and
- (x) track all meetings, visits and phone calls using the construction notification and engagement electronic tracking system.

**2.6 Performance Measurement and Quality Control**

- (a) The tables in each of Part 3 [Project Co Communications and Community Relations Protocol Performance Measures], Part 4 [Project Co Construction and Traffic Management Notification Performance Measures], Part 5 Community and Stakeholder Relations Performance Measures and Part 6 [Business Relations Performance Measures] of this Schedule set out Performance Measures to be met by Project Co in relation to communications, community relations and business relations, the applicable timing for each such Performance Measure, where applicable, and also specify whether any deliverables included within such Performance Measure are required to be submitted to the Province Representative under the Review Procedure or the Consent Procedure.
- (b) In respect of each Performance Measure set out in such Tables, the designation of “Minor”, “Moderate”, “Major”, or “Severe” in the column entitled “Performance Mechanism Index” 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 8 [NCE Points and Default Points] of Schedule 10 to the Agreement.

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**PART 3  
PROJECT CO COMMUNICATIONS AND COMMUNITY RELATIONS PROTOCOL PERFORMANCE  
MEASURES**

**Table 3**

	<b>Performance Measure</b>	<b>Timing</b>	<b>Performance Mechanism Index</b>
<b>3.1 Communications Working Group</b>			
(a)	Project Co shall participate in an initial meeting of the Communications Working Group with the following attendees: Communications Director and Managers, Traffic Manager, Design Lead (as required), and Design-Build Director.	No later than 30 days following the Effective Date	Moderate
(b)	Project Co shall participate in regular meetings of the Communications Working Group throughout the Term.	At a minimum, bi-weekly through Term	Moderate
(c)	Project Co shall present a four-month look ahead calendar identifying planned Project plans and activities that warrant action under this Schedule.	At every meeting (at least bi-weekly)	Minor
(d)	Project Co shall report on the status of the enquiry-response electronic tracking system, including as 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 bi-weekly)	Moderate
(e)	Project Co shall report on the status of notification of Construction activities and traffic impacts, including notifications that have been sent, the date, the method for distribution, and the distribution area, as well as upcoming notifications including proposed timing, method for distribution and distribution area.	At every meeting (at least bi-weekly)	Moderate
(f)	Project Co shall report on the status of communications and public affairs activities at each meeting in a way that is responsive to the Provincial meeting agenda.	At every meeting (at least bi-weekly)	Moderate
<b>3.2 Day-to-day Issues Management Working Group</b>			
(a)	Project Co Communications Director or approved designate shall participate in an initial meeting of the Day-to-Day Issues Management Working Group with the Province's representative.	No later than 30 days following the Effective Date	Moderate

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	<b>Performance Measure</b>	<b>Timing</b>	<b>Performance Mechanism Index</b>
(b)	Project Co shall participate in the daily issues call for a daily review of Stakeholder concerns, media and social media stories.	At a minimum, daily throughout the Term	Moderate
(c)	Project Co shall support the Province in identifying emerging issues or opportunities and response strategies, from sources including traffic/construction feedback, media, social media, or tracking system.	At a minimum, daily throughout the Term	Major
<b>3.3 Evaluation and Reporting</b>			
	<p>Project Co's Quality Audits shall include regular audits of Project Co's communications, community relations and business relations performance, which shall include, among other audit items, the following:</p> <p>(a) assessment of performance in relation to the following Communication, Community Relations and Business Relations Plan, sub-plans and associated activities, including recommendations for how Project Co will incorporate improvements into the annual updates of the respective plans:</p> <p>(i) Project Co Communication Protocol; and</p> <p>(ii) Communications, and Community Relations and Business Relations Plan, including sub-plans.</p>	To be submitted annually as set out in Schedule 7 [Quality Management]	Moderate

**PART 4  
PROJECT CO CONSTRUCTION AND TRAFFIC MANAGEMENT NOTIFICATION PERFORMANCE MEASURES**

**Table 4**

	<b>Performance Measure</b>	<b>Timing</b>	<b>Performance Mechanism Index</b>
<b>4.1 General Communication</b>			
4.1.1	<b>Project Identity and Graphic Design:</b> At all times, Project Co shall use and apply to all informational materials the visual identity and graphic standards provided by the Province to Project Co for the Project.	For all materials submitted in accordance with this Schedule	Moderate
4.1.2	<b>Website:</b> During the Term, Project Co shall provide to the Province content for the Website, including:	As required by Province	Moderate

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	<b>Performance Measure</b>	<b>Timing</b>	<b>Performance Mechanism Index</b>
	<ul style="list-style-type: none"> <li>(a) regularly-updated, up-to-date construction and traffic information;</li> <li>(b) Construction status updates;</li> <li>(c) Construction facts and interesting information; and</li> <li>(d) information for job-seekers and potential, and Subcontractors including any apprenticeship programs offered by Project Co.</li> </ul>		
<b>4.1.3 Social media</b>			
	At all times, Project Co shall:		
	<ul style="list-style-type: none"> <li>(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, Instagram, YouTube, and/or Flickr, and that may be expanded to include other social media platforms, tools, and techniques;</li> </ul>	As required by Province	Moderate
	<ul style="list-style-type: none"> <li>(b) provide responses to public questions and comments arising on social media platforms;</li> </ul>	Within one hour of receiving the request from the Province	Moderate
	<ul style="list-style-type: none"> <li>(c) submit such content described in 4.1.3 of this Schedule to the Province pursuant to the Consent Procedure; and</li> </ul>	As requested by Province	Moderate
	<ul style="list-style-type: none"> <li>(d) submit policies, protocols, and training procedures for Project Co employees and contractors on appropriate use of social media.</li> </ul>	As requested by Province	Minor
<b>4.1.4 Photography and Videography</b>			
	To record and demonstrate progress of the Project through the Term, Project Co shall provide to the Province:		
	<ul style="list-style-type: none"> <li>(a) professional quality photos, graphics, and images at resolutions suitable for print, advertising, social media, presentations, or other sharing, for shared and royalty-free use by the Province;</li> </ul>	At least monthly and for all major Project milestones	Minor
	<ul style="list-style-type: none"> <li>(b) aerial photography to demonstrate progress of Construction along the entire Project Site;</li> </ul>	At least quarterly	Moderate



**SCHEDULE 9: COMMUNICATIONS, COMMUNITY RELATIONS AND BUSINESS  
RELATIONS**

	<b>Performance Measure</b>	<b>Timing</b>	<b>Performance Mechanism Index</b>
(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 tunnel, stations, and other Project Infrastructure;	From start of Construction to all major Project milestones and through the Term	Moderate
(e)	professional quality photos of workers, apprentices, and trades that depict diversity of the people and jobs, for shared and royalty-free use by the Province; and	On request of Province	Major
(f)	access and assistance for any photographers, videographers or media personnel designated by the Province.	On request of Province	Minor
<b>4.2 Construction and Traffic Notification</b>			
<b>4.2.1 Notifications</b>			
At all times, Project Co shall:			
(a)	submit all notifications to the Province pursuant to the Review Procedure;	As set out in Article 5 of Part 4, Schedule 4	Moderate
(b)	provide, using the Province pre-approved email templates, e-mail notification regarding Construction that has the potential to adversely affect traffic, including but not limited to Stoppages, Lane Closures, Lane Shifts, or Detours, to:	As set out in Table 5.1 and 5.2 of Article 5 of Part 4, Schedule 4	Moderate
(i)	Emergency Response Agencies (including but not limited to police, fire, ambulance, search and rescue, regional health authorities, area hospitals and municipal and regional emergency service providers);	As set out in Table 5.1 and 5.2 of Article 5 of Part 4, Schedule 4	Moderate
(ii)	TransLink and Transit Operators	As set out in Table 5.1 and 5.2 of Article 5 of Part 4, Schedule 4	Moderate

**SCHEDULE 9: COMMUNICATIONS, COMMUNITY RELATIONS AND BUSINESS RELATIONS**

	<b>Performance Measure</b>	<b>Timing</b>	<b>Performance Mechanism Index</b>
	(iii) Traffic media	As set out in Table 5.1 and 5.2 of Article 5 of Part 4, Schedule 4	Moderate
(c)	develop and distribute using the Province pre-approved email or mail templates, notification of Construction to relevant authorities, designated traffic Stakeholders, affected property owners, residents, local businesses and the general public.	(A) no later than six months for bus route disruption	Moderate
		(B) no later than 30 days for bus stop or shelter removal, relocation or installation	Moderate
		(C) no later than 48 hours in advance of scheduled Lane Shift, Closure, or Stoppage; Pedestrian, Cyclist or Access Disruption; On-Street Parking, Loading, or Truck Disruption	Moderate
		(D) within 15 minutes in the event that the Construction is postponed or rescheduled.	Moderate
d)	develop and distribute using the Province pre-approved email or mail templates, notification of Construction to relevant authorities, affected property owners, residents, local businesses and the general public.	No later than 1 week in advance of the scheduled Construction for activities such as daytime construction	Moderate

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RELATIONS**

	<b>Performance Measure</b>	<b>Timing</b>	<b>Performance Mechanism Index</b>
		No later than 2 weeks in advance of the scheduled Construction for construction activities with significant noise or nighttime construction of shorter duration	Moderate
		No later than 4 weeks in advance of the scheduled Construction for construction activities such as a nighttime construction of longer duration	Moderate
		Within 1 Business Day in the event Construction is postponed or rescheduled	Moderate
<b>4.2.2 Project Phone Line</b>			
	Project Co shall:		
	(a) establish and 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;	At all times	Severe
	(ii) receive and respond to general public enquiries about the Project in accordance with the timeframes specified in Section 4.2.3 of this Schedule;	At all times	Moderate

**SCHEDULE 9: COMMUNICATIONS, COMMUNITY RELATIONS AND BUSINESS  
RELATIONS**

	<b>Performance Measure</b>	<b>Timing</b>	<b>Performance Mechanism Index</b>
(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 throughout the Term	Minor
(c)	submit the proposed training protocol described in Section 4.2.2(b) of this Schedule to the Province pursuant to the Review Procedure.	Within 30 days of the Effective Date and as soon as updated throughout the Term	Minor
<b>4.2.3</b>	<b>Enquiry-Response Management Plan and Electronic Tracking System</b> Project Co shall:		
(a)	respond to enquiries by telephone, e-mail, in person or other written correspondence (where appropriate) 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, and traffic disruptions/ impacts;	As soon as possible, but in no event later than one 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
(c)	implement an 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), outline responses provided/actions taken (the system shall be accessible to Project Co and the Province, and provide an accurate assessment to the current status); and	Within 30 days of Effective Date	Major

**SCHEDULE 9: COMMUNICATIONS, COMMUNITY RELATIONS AND BUSINESS  
RELATIONS**

	<b>Performance Measure</b>	<b>Timing</b>	<b>Performance Mechanism Index</b>
(d)	maintain an up-to-date, current electronic tracking system, with 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, identifying emerging trends in concerns or opportunities, or 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
<b>4.2.4 Advertising communications</b> Project Co shall:			
(a)	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 one week of request by the Province.	Moderate
<b>4.2.5 Traffic advisory signs</b> 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 (vehicular, bicycle or pedestrian) and/or access to businesses;	As required	Major
(ii)	ensure that signs meet Provincial standards and comply with City of Vancouver requirements, to be of appropriate size, colour, lighting and location to ensure visibility;	As required	Minor
(iii)	include the Project phone line number on all Project information signs and all Project Co signs in a font size appropriate to be visible to transit users, pedestrians, cyclist, and drivers;	At all times	Moderate
(iv)	keep signs in good condition when installed and repair or replace damaged signs within 48 hours;	Within 48 hours of damage	Moderate

**SCHEDULE 9: COMMUNICATIONS, COMMUNITY RELATIONS AND BUSINESS  
RELATIONS**

	<b>Performance Measure</b>	<b>Timing</b>	<b>Performance Mechanism Index</b>
	(v) remove graffiti on signs within 48 hours, or, if graffiti cannot be removed, replace signs within 72 hours; and	Within 48 hours (for removal) Within 72 hours (for replacement)	Moderate
	(vi) provide personnel to install, remove, and relocate signs on an expedited basis as required and if requested by the Province;	As required	Minor
	(b) ensure that portable dynamic message signs provide advance notification of planned traffic pattern changes;	Minimum of five Business Days prior to the date of implementation	Moderate
	(c) 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); and	Not less than 15 days before deployment	Moderate
	(d) 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
<b>4.3 Issues Management</b>			
At all times during the Term, Project Co shall:			
	(a) immediately notify the Province of any issues or potential issues to facilitate timely resolution;	As identified	Major
	(b) consult with and provide reasonable assistance to the Province with respect to identifying emerging issues;	As identified	Moderate
	(c) in consultation with the Province and pursuant to the Review Procedure, develop and implement strategies to:		
	(i) track, address, mitigate and minimize any issues or potential issue;	As identified	Moderate
	(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;	As required	Moderate

**SCHEDULE 9: COMMUNICATIONS, COMMUNITY RELATIONS AND BUSINESS RELATIONS**

	<b>Performance Measure</b>	<b>Timing</b>	<b>Performance Mechanism Index</b>
	(iii) be available to participate in issues management calls, as required by the Province; and	As required	Moderate
	(iv) report to the Province on progress/success of mitigation measures with respect to any issues or potential issues.	As required	Moderate
	(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 mobile phone numbers that the Province can access to support issues management response.	Within 5 Business Days of the Effective Date and thereafter within one day of any change	Moderate
<b>4.4 Crisis Communications</b>			
At all times during the Term, Project Co shall:			
	(a) assist the Province in developing any communication plans and strategies by the Province to manage a crisis situation;	As and when required	Moderate
	(b) during a crisis situation, make available appropriate Project personnel, as defined in the Issues Management and Crisis Communications Plan in accordance with this schedule, 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 major incident situations when a crisis arises.	No later than 2 hours after Project Co becomes aware of a major incident situation	Severe

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

**Table 5**

	<b>Performance Measure</b>	<b>Timing</b>	<b>Performance Mechanism Index</b>
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**SCHEDULE 9: COMMUNICATIONS, COMMUNITY RELATIONS AND BUSINESS RELATIONS**

	<b>Performance Measure</b>	<b>Timing</b>	<b>Performance Mechanism Index</b>
<b>5.1 General Community Relations</b>			
	(a) Project Co shall provide content for a quarterly Project update, which the Province may provide to Stakeholders and the public at engagement events, community relations meetings; directly by email; and/or post to the Website.	Quarterly	Moderate
<b>5.2 Community and Stakeholder Relations Activities and Events</b>			
5.2.1	Project Co shall participate in community and stakeholder relations activities and engagement events, as follows:	As required by the Province	Moderate
	(a) participating in engagement activities and engagement events which may include Project Updates, community coffee chats, resident information meetings, and Stakeholder information meetings and be prepared to discuss Project designs, Construction activities, traffic-related impacts, emerging issues and potential measures to mitigate impacts of Construction;	As required by the Province	Moderate
	(b) providing content for engagement event materials including information and high-quality graphics about Project designs; and information and high-quality graphics regarding Construction activities and traffic impacts;	As required by the Province	Moderate
	(c) providing knowledgeable and appropriate personnel to participate in engagement events;	As required by the Province	Moderate
	(d) considering all concerns, issues and matters raised by resident groups and Stakeholders, and prepare a report for future meetings which must: <ul style="list-style-type: none"> <li>(i) demonstrate in detail how Project Co considered the concerns, issues and matters raised by residents and Stakeholders, and how Project Co proposes to address and remedy each of the concerns, issues and matters raised, and</li> <li>(ii) if, in the report in Section 5.2.1(d) above, Project Co proposed not to address or remedy in whole or in part any concern, issue or matter raised by resident 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</li> </ul>	Within 4 weeks of engagement event	Moderate



**SCHEDULE 9: COMMUNICATIONS, COMMUNITY RELATIONS AND BUSINESS  
RELATIONS**

	<b>Performance Measure</b>	<b>Timing</b>	<b>Performance Mechanism Index</b>
	(iii)		
	(e) track all meetings using the enquiry-response electronic tracking system.	Within 1 day of scheduling or rescheduling	Minor
5.2.2	(a) In accordance with Schedule 4, Design Advisory Process, Project Co shall also plan and participate in the required engagement events and comply with the requirements laid out in the Design Advisory Process, including:	At least one month in advance of planned event	Major
	(b) For each public open house engagement event called for in the Design Advisory Process, Project Co shall submit to the Province pursuant to the Review Procedure:		
	(i) content for engagement event materials including information and high-quality graphics or renderings;	In accordance with the Design Advisory Process	Moderate
	(ii) appropriate personnel to plan and attend all engagement events, including technical staff, subject matter experts and community relations personnel;	In accordance with the Design Advisory Process	Moderate
	(iii) any other engagement event materials or logistics required; and	In accordance with the Design Advisory Process	Moderate
	(iv) for the first public open house engagement event, provide feedback mechanisms, and develop a public engagement report summarizing public comment on the station designs, with all comments received in an appendix; and	In accordance with the Design Advisory Process	Moderate
	(c) track all meetings using the enquiry-response electronic tracking system.	Within 1 day of scheduling or rescheduling	Minor

**SCHEDULE 9: COMMUNICATIONS, COMMUNITY RELATIONS AND BUSINESS  
RELATIONS**

	<b>Performance Measure</b>	<b>Timing</b>	<b>Performance Mechanism Index</b>
<b>5.3 Stakeholder Advisory Groups</b>			
(a)	At the direction and in consultation with the Province, Project Co will work with the Province to establish, organize and form Stakeholder advisory groups (the “ <b>Stakeholder Advisory Groups</b> ”), prior to the commencement of any Construction on the Project Site, as follows:		
(i)	a Stakeholder Advisory Group related to Traffic (the “ <b>Traffic Advisory Group</b> ”), to comprise representative emergency responders including BC Ambulance, UBC, City of Vancouver representatives, TransLink and Coast Mountain Bus Company representatives, residents and other local and regional stakeholders to provide advice and input to Traffic Management Plans and communications and community relations with all traffic modes;	No later than 60 days after the Effective Date	Major
(ii)	a Stakeholder Advisory Group consisting of Stakeholders representing the health precinct (the “ <b>Health Precinct Advisory Group</b> ”) such as the Vancouver Coastal Health and Provincial Health Services Authority , BC Cancer Agency, Arthritis Society, City of Vancouver staff, and other local health service providers, which will provide advice and input to communication, and share information with a broader health community, related to construction and traffic-related impacts; and	No later than 60 days after the Effective Date	Major
(iii)	a Stakeholder Advisory Group consisting of Stakeholders with an interest in the Great Northern Way (the “ <b>GNW Advisory Group</b> ”), such as the Great Northern Way Trust, Emily Carr University, Centre for Digital Media, and other local institutions to provide advice and input to communication, and share information related to construction and traffic-related impacts	No later than 60 days after the Effective Date	Major
(b)	Project Co shall adhere to the terms of reference, developed by the Province, for each Stakeholder Advisory Group, which shall address membership of the group, meeting frequency and format, and the meeting facilitation and chair.	At all times	Moderate

**SCHEDULE 9: COMMUNICATIONS, COMMUNITY RELATIONS AND BUSINESS RELATIONS**

	<b>Performance Measure</b>	<b>Timing</b>	<b>Performance Mechanism Index</b>
(c)	Project Co shall engage with the Stakeholder Advisory Group members and hear the concerns, issues and other matters raised relating to the Project.	At each meeting	Moderate
(d)	Project Co shall consider all concerns, issues and matters raised by the Stakeholder Advisory Group at each 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 Stakeholder Advisory Groups and how Project Co proposes to address and remedy each of the concerns, issues, and matters raised; and	Within 15 days of the specific Stakeholder Advisory Group meeting	Moderate
(ii)	if, in the report in Section 5.3(d)(i) above, Project Co proposes not to address or remedy in whole or in part any concern, issue or matter raised by the specific Stakeholder Advisory Groups, provide reasons why it proposes not to address or remedy in whole or in part any concern, issue or matter raised by the specific Stakeholder Advisory Group(s).	Within 15 days of the specific Stakeholder Advisory Group meeting	Moderate
(e)	Project Co shall submit to the Province all such specific Stakeholder Advisory Groups meeting reports described in 5.3(d) of this Schedule.	Within 15 days of each meeting of specific Stakeholder Advisory Group meeting	Moderate
(f)	Project Co shall deliver all accepted specific Stakeholder Advisory Groups meeting reports described in 5.3(d) of this Schedule to the Province and representatives of the relevant Multi-Stakeholder Advisory Groups.	Within 2 Business Days of acceptance pursuant to Consent Procedure	Moderate
(g)	Project Co shall track all meetings and events using the enquiry-response electronic tracking system.	Within 1 day of scheduling or rescheduling to be updated within 1 day after the meeting	Minor
<b>5.4 Partner Liaison</b>			
(a)	Project Co shall, during Construction, participate as required in regular meetings with staff from Governmental Authorities.	As requested by the Province	Moderate

**SCHEDULE 9: COMMUNICATIONS, COMMUNITY RELATIONS AND BUSINESS RELATIONS**

	<b>Performance Measure</b>	<b>Timing</b>	<b>Performance Mechanism Index</b>
(b)	Project Co shall consider all concerns, issues and matters raised by staff at each 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 Governmental Authorities, and how Project Co proposes to address and remedy each of the concerns, issues and matters raised.	As requested by the Province	Minor
(ii)	if, in the report in Section 5.4(b)(i) above, Project Co proposes not to address or remedy in whole or in part any concern, issue or matter raised by Governmental Authorities, provide reasons why it proposes not to address or remedy in whole or in part any concern, issue or matter.	As requested by the Province	Minor
(c)	Project Co shall submit to the Province all such meeting reports described in Section 5.4(b) of this Schedule pursuant to the Consent Procedure	Within 15 days of each meeting	Minor
(d)	Project Co shall track all meetings and events using the enquiry-response electronic tracking system.	Within one day of scheduling or rescheduling, to be updated within one day after the meeting	Minor
<b>5.5 Property Owner Liaison / Local Residents</b>			
In consultation and coordination with the Province, Project Co shall:			
(a)	provide regular updates to the immediately affected neighbourhoods, property owners and tenants, on Design and Construction or other Project Work, including going door-to-door as necessary;	As frequently as Construction warrants	Moderate
(b)	notify affected neighbourhoods, property owners, and tenants of any unplanned or unexpected impacts of Construction, including going door-to-door as necessary;	As soon as safely practicable	Moderate
(c)	communicate and arrange meetings in advance with residents and businesses where Project Co requires access to private properties;	Within 1 week of intended access	Moderate

**SCHEDULE 9: COMMUNICATIONS, COMMUNITY RELATIONS AND BUSINESS RELATIONS**

	<b>Performance Measure</b>	<b>Timing</b>	<b>Performance Mechanism Index</b>
(d)	participate in meetings with local resident groups to provide updated information on projected construction, transit and traffic impacts, and hear concerns, issues and other matters raised on all matters relating to the Project;	As requested by the Province	Major
(e)	consider all concerns, issues and matters raised by local resident groups at each meeting;	Continually	Moderate
(f)	address enquiries, issues and complaints raised in a manner that adheres to the construction and traffic principles, and communications and public affairs goals; and	Continually	Moderate
(g)	track all meetings and door-to-door visits and any follow up required using the Construction notification electronic tracking system.	Within 1 day of scheduling or rescheduling, to be updated within one day after the meeting	Moderate

**PART 6  
BUSINESS RELATIONS PERFORMANCE MEASURES**

**Table 6**

	<b>Performance Measure</b>	<b>Timing</b>	<b>Performance Mechanism Index</b>
<b>6.1 Business Relations Activities and Events</b>			
In consultation and coordination with the Province, Project Co shall:			
	participate in Business Relations engagement activities and engagement events. Project Co shall:	As required by the Province	Moderate
(a)	participate in a business relations program which may include business information meetings, workshops and meetings to design and develop communications and wayfinding information to raise awareness about businesses, services, and retailers in the Project Site;		
(b)	participate in activities to support broad public awareness that businesses, services and retailers in construction zones remain open for business throughout the Term;		

**SCHEDULE 9: COMMUNICATIONS, COMMUNITY RELATIONS AND BUSINESS RELATIONS**

	Performance Measure	Timing	Performance Mechanism Index
	<ul style="list-style-type: none"> <li>(c) participate in engagement activities and engagement events to provide Project updates, and information about Construction activities and traffic-related impacts and measures to mitigate impacts of Construction;</li> <li>(d) provide content for engagement event materials including information and high-quality graphics about Construction activities, transit, traffic, parking and access impacts; and</li> <li>(e) provide appropriate personnel to plan and attend all engagement events, including technical staff, subject matter experts and the Business Liaison Managers</li> </ul>		
	<p><b>6.2 Business Advisory Committees</b> Project Co shall:</p> <ul style="list-style-type: none"> <li>(a) participate in the ongoing operation of Business Advisory Committees with representative business Stakeholders to provide Project, Construction and traffic information, and identify and minimize impacts arising from Construction including problem-solving on traffic, transit and construction issues as they arise including business access, parking, noise, dust, and vibration;</li> <li>(b) adhere to the terms of reference, developed by the Province, for the Business Advisory Committees which shall address membership of the groups, meeting frequency and format, and the meeting facilitation and chair; and</li> <li>(c) consider all concerns, issues and matters raised by the Business Advisory Committees at each meeting, and prepare and submit a report for such meetings which shall: <ul style="list-style-type: none"> <li>(i) demonstrate in detail how Project Co considered the Business Advisory Committees' concerns, issues and matters and how Project Co proposes to address and remedy each of the concerns, issues and matters raised; and</li> <li>(ii) if Project Co proposes not to address or remedy in whole or in part any concern, issue or matter raised by the committees, provide reasons why it proposes not to address or remedy in whole or in part any concern, issue or matter raised by the committees.</li> </ul> </li> </ul>	As required by the Province	Major

**SCHEDULE 9: COMMUNICATIONS, COMMUNITY RELATIONS AND BUSINESS RELATIONS**

	Performance Measure	Timing	Performance Mechanism Index
<p><b>6.3 Business Notification</b> Project Co shall:</p>	<ul style="list-style-type: none"> <li>(a) provide timely information about scheduled Construction and traffic activities to maximize predictability and minimize business, service and retail disruptions, including but not limited to access, alternate access, alternate traffic routes, transit changes, parking and goods and services delivery</li> <li>(b) provide timely notification and engagement regarding unscheduled or unpredicted construction or traffic activities that may impact business, service, or retail access or operations, including going door-to-door as necessary;</li> <li>(c) respond to business-related requests from the Province, including responding to phone calls, emails, and inquiries that come in through social media, and going door-to-door to each business as necessary;</li> <li>(d) support the Province in developing construction and traffic information, collateral, images, plans, maps and other material specific for businesses, services and retailers; and</li> <li>(e) use the construction notification and engagement electronic tracking system to track notification and business relations 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.</li> </ul>	<p>In advance of Construction activities</p>	<p>Moderate</p>
<p><b>6.4 Business Advisory Signs</b> Project Co shall, in accordance with the Business Relations Program and Traffic Management Plan, prepare and implement Business Advisory Sign Plan, that raises awareness and visibility of businesses, services, and retailers in the Project Site, in accordance with the following:</p>	<ul style="list-style-type: none"> <li>(a)</li> <li>(b)</li> <li>(c) Project Co shall install, and maintain business wayfinding signage provided by the Province that uses construction hoarding along the six station location blocks and any other stations location blocks as required (on either side), or other innovation to create awareness of local businesses, depending on surface construction impacts;</li> </ul>	<p>In advance of construction activities</p>	<p>Major</p>

**SCHEDULE 9: COMMUNICATIONS, COMMUNITY RELATIONS AND BUSINESS RELATIONS**

	<b>Performance Measure</b>	<b>Timing</b>	<b>Performance Mechanism Index</b>
(d)			
(e)			
(f)	work with the Province’s representative to determine the number of signs required, the locations of the signs and the types/ purposes of the signs; and		
(g)	monitor and maintain Business Advisory Signs in good condition.	Continually	Major

**PART 7  
MEDIA AND GOVERNMENT RELATIONS PERFORMANCE MEASURES**

**Table 7**

	<b>Performance Measure</b>	<b>Timing</b>	<b>Performance Mechanism Index</b>
<b>7.1 No Media Relations Activities</b>			
	With the exception of email notices to traffic media which Project Co shall undertake in accordance with Section 4.2.1(b)(iii) of this Schedule, Project Co shall not undertake any activities relating to media relations except where requested by the Province.	At all times through the Term	Severe
<b>7.2 Media Relations Support</b>			
	Project Co must, at all times during the Term, support the Province for the following activities relating to media relations:		
(a)	direct all media inquiries 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 request from Province	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 the 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



**SCHEDULE 9: COMMUNICATIONS, COMMUNITY RELATIONS AND BUSINESS  
RELATIONS**

	<b>Performance Measure</b>	<b>Timing</b>	<b>Performance Mechanism Index</b>
(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
<b>7.3</b>	<b>Media Releases</b> The Province in its sole discretion will determine when media releases are required and will distribute them. At all times during the Term, Project Co shall:		
(a)	prepare material for such notices as requested by the Province from time to time; and	As requested by Province	Major
(b)	recommend to the Province's Representative issue-specific communication protocols for incident management, which require immediate issuance of media release.	Within 1 hour of receiving request from Province	Minor
<b>7.4</b>	<b>Elected Officials Liaison Support</b> Project Co shall:		
(a)	proactively support the Province in liaising with affected federal, provincial, City, and Mayors' Council elected officials in and surrounding the Project Site, 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 requested by Province	Minor
(b)	participate in meetings as and when requested by the Province.	As requested by Province	Minor

**SCHEDULE 9: COMMUNICATIONS, COMMUNITY RELATIONS AND BUSINESS  
RELATIONS**

	<b>Performance Measure</b>	<b>Timing</b>	<b>Performance Mechanism Index</b>
<b>7.5</b>	<b>No Public Announcements</b>		
	Project Co shall ensure that none of Project Co, Principal Contractor or Subcontractors issues or disseminates any media release, social media, public announcement, or other public disclosure relating to the Project without the Province's prior written consent.		Severe