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COMMUNICATIONS PLAN

City Centre Revitalization and
Redevelopment Project

(DRAFT)



March 5, 2015

PURPOSE

- To ensure stakeholders connected to the City Centre Revitalization & Redevelopment Project are adequately consulted about construction activities planned for 2015
 - Business Owners, Property Owners, Residents
 - BDIA, MIT, Council, General Public
- To establish a communications stream that will meet the goals and objectives outlined in the Business Continuity Management Plan
- To keep the general public informed of disruptions during construction

PROJECT DETAILS

The City Centre Revitalization and Redevelopment (CCRR) Project is a multi-year (2015-2017) municipal services and streetscape project that will reconstruct Front Street and a number of adjacent side streets in Belleville's Downtown.

Phase one takes in approximately 390 metres of Front Street, from Pinnacle Street to Victoria Avenue, and 130 metres of Station Street, from Church Street to Pinnacle Street.

Tendered underground work will include: removal and replacement of watermain; relining of sanitary sewers; replacement of sanitary sewers; replacement of storm sewers; and installation of new utilities.

Tendered surface work will include: reconstruction of roads, boulevards, and sidewalks, including new asphalt, concrete and clay brick pavements; construction of new urban design and landscape elements including street furniture, granite curb planters, street trees and soil cell areas; and new street lighting and traffic signals.

STAKEHOLDERS

RESIDENTIAL: There are three key residential areas located in the phase one area.

- McNabb Towers (Condominium)
- Quinte Living Centre (Retirement Living)
- Apartment Units (located above commercial buildings along the east and west sides of Front St)

BUSINESS: There are 34 businesses operating in the downtown phase one representing a diverse business mix.

- Service Professionals
- Retail
- Entertainment
- Food and Beverage
- Education/ Training
- Health Services
- Not for Profit

PROPERTY OWNERS

- 36% of business operators in the phase one construction area own the building they operate in.
- The remaining 64% of properties in phase one are owned privately or by a Corporation. These stakeholders will require an alternative method of communication to remain informed and will be asked to communicate this information to residential tenants whose contact information is not available to the City.

KEY MESSAGES

The following messages will be communicated via the various delivery tactics identified below, at different key points throughout the project:

- **Dedication to business continuity:** *Working alongside business owners to determine best strategies for sustaining success before, during, and after construction. Messaging will focus on:*
 - Construction Schedule
 - Staging Plan
 - Traffic Impacts/ Access (pedestrian, delivery, emergency)
- **Benefits of Build Belleville:** *Necessity to make repairs/improvements to services used daily (roads, sewers, etc), increased tax revenues, attracting new businesses/employers, boost private investment, etc.*
- **Clarity on deadlines/plans:** *Continuous updates on schedules*
- **Importance of and commitment to public engagement:** *Ongoing, transparent communication with all stakeholder groups*

COMMUNICATION TOOLS

The following communication tools will be required for the Downtown Revitalization Project:

- 1) **Notifications** will be delivered to residents, businesses, and property owners being directly impacted by the phase one construction. A hand-delivered/ mailed notice will be necessary to ensure stakeholders are directly receiving the most up-to-date details.
- 2) Project updates in **local and regional newspapers** will be placed as necessary, with the objective of notifying surrounding residents, businesses and the general public at least one week prior to the commencement of works in the project area. Messaging will focus on traffic impacts, construction timelines, scheduling, etc.
- 3) **Local Radio** will be used to increase awareness. Ads will be targeted during high peak traffic hours.
- 4) **Television** commercials/service announcements on Cogeco & CKWS could potentially reach multiple targeted audiences; those engaged, interested and indifferent. Timing messages with programs such as Council Meetings, Belleville Bulls Games, and other community broadcasts, would be most beneficial to reach these targets.

- 5) The **Build Belleville website** will continue to be a hub for communicating the most relevant and up-to-date projects. All updates pertaining to the Downtown Revitalization project will continue to be updated regularly and the website link will be included in all communications for the public to reference.
- 6) **Web advertising** through local media websites (Intelligencer.ca, QuinteNews.ca) is an inexpensive way of increasing reach across all engagement levels.
- 7) The City of Belleville’s **Social media** tools will be used on a regular basis to provide project updates, notices, announcements, and to draw community members to the other, more engaging, forms of communication. Paid social media advertising will target those who are not already actively engaged. Audiences can stay connected on social media by following #BuildBelleville.
- 8) **Street Signage** will be strategically located before and during construction to provide clarity and comfort to drivers, pedestrians, visitors and businesses. Signage will assist in informing audiences on detours, parking, future visions, development incentives, etc.
- 9) **Focus Group Sessions/ On-site Meetings** as necessary for critical phases and special stakeholders with unique needs will be planned. Notifications will be sent to stakeholders being directly affected advising of these meetings.

MESSAGING CALENDAR – March 2015 – November 2015 (9 months)

Audience	Communication Tool	Purpose/ Message	Timeline
FEBRUARY			
All Downtown Stakeholders (Businesses/ Property Owners/ Residents)	Notification - Flyer	Project update – 3 phase approach over three years Phase 1 timeline	WEEK 4 Hand-delivered to all stakeholders by March 6 th Mailed to all property owners/ absent stakeholders
MARCH			
Social Media #BuildBelleville + Website Updates ongoing			
Phase 1 Stakeholders	Written Notice	Provide details pertaining to utility work occurring prior to construction.	WEEK 1 Request details from Union (March 2) WEEK 2 Provide update as soon as received

McNabb Towers	On-site Residential Stakeholder Meeting	To prepare residents of McNabb Towers/ provide up-to-date information that can be distributed to residents in building	WEEK 1-2 Barb Enright-Miller Elaine Arsenault Jim Davidson Propose on-site meeting for first week of March
Quinte Living Centre (Administrator/ Manager)	On-site Residential Stakeholder Meeting	To prepare residents of Quinte Living Centre/ provide up to date information that can be distributed to residents in building	WEEK 1-2 Contacts: Brian/ Andrew Propose on-site meeting for first week of March
Public Awareness	Transit Ads	Ad for Phase 1 Construction on City bus that travels downtown routes	WEEK 3-4
Public Awareness	Facility Video Boards: Quinte Wellness Centre Belleville Public Library	Highlight 2015 project information	WEEK 3-4
APRIL			
Social Media #BuildBelleville + Website Updates ongoing			
CONTRACT AWARDED – April 13	Notification – Invitation 1. Phase 1 Focus Group Session 2. Downtown Stakeholder Meeting	Two separate Invitations hand-delivered 2 weeks prior to each event	WEEK 1 Invitation Week 2 – Contract Awarded
Phase 1 Stakeholders: Commercial Operators/ Property Owners/ Residential Buildings	Focus Group Session at Build Belleville Centre Facilitated by all bodies identified under section 2 of Business Continuity Management Plan (BCMP)	Provide details reflected in construction contract: - Traffic Impacts - Scheduling - Timelines - Pedestrian/ Vehicular/ Emergency Access	WEEK 3 Focus Group Session to take place after contract is awarded/ meetings have been held between City staff and general contractor

General Public	Radio	To ensure commuters and general public are aware of construction areas impacting daily commutes. Ads would be best positioned for during the morning/ noon/ afternoon news hours	WEEK 3 - 4 Construction Awareness
General Public	Newspaper Ad	To ensure commuters and general public are aware of construction areas impacting daily commutes	WEEK 3 - 4 Construction Awareness
Downtown Stakeholders	Downtown Stakeholder Meeting	Overview of Phase 1 plans/ details To ensure stakeholders are engaged and have the opportunity to learn and speak to management team directly	WEEK 4
All Downtown Stakeholders (Businesses/ property owners/ Residents)	Notification	Project update – follow-up to Stakeholder Open House	WEEK 4 Provided as hand-out during Stakeholder Meeting. Delivered to all unattended stakeholders prior to construction commencing Mailed to all property owners/ absent stakeholders
General Public	Print: Build Belleville Magazine, Spring 2015	Project update	Content submitted early April/ Issue published late April

Messaging from May – November will evolve once the contract is awarded and a more detailed construction plan is presented. The recommendations below provide a general communications overview at this stage of the project.

MAY

CONSTRUCTION START DATE – MAY 4, 2015

All audiences	Signage -Permanent during construction period at intersections/ detours	To provide key messages/ warning to commuters prior to them reaching construction area. Digital signs would provide key messages and be most beneficial.	May start – November completion
All audiences	Website	Construction update provided on website under project. Publish maps of parking/ bus routes/ detours/ etc.	Daily/ weekly
All audiences	Social Media (Facebook, Twitter, YouTube)	Regular social media updates to engage stakeholders/ public Showcase proactive businesses/ creative promotions during construction	Daily
All audiences	Radio	Aligned messaging to ensure the general public (primarily focused on local traffic) is informed during phase 1 construction	Campaign should take place during the term of project with higher frequency during new construction stages/ interruptions

All audiences	Newspaper	- Progress Report - Construction Schedule - Staging Plan - Traffic Access Information	Align advertising scheduling with construction schedule/ staging plan during construction term
	Build Belleville Magazine (July 2015, Summer Edition) Monthly City Hall Column (Intelligencer)	Progress Report/ Downtown Opportunities/ Business Ambassadors/ Creative promotions during construction	Summer 2015
Phase 1 Stakeholders	Notice – business visit	Progress Report	On-site visit with each Phase 1 stakeholders once a month from May to November. (PC + BDIA)

PROJECT SCHEDULE

Phase 1 Construction

The City Centre Revitalization Project begins early May 2015 and will be completed by November 13, 2015. A detailed project schedule will be completed that reflects the proposed staging plan to ensure that those affected by the construction can anticipate each stage of the project.

Sample Schedule

Stage No.	Activity	Location	Responsible Party/ Primary Contact (BCMP)	Timeline
1	Replacement of watermain, relining of sanitary sewers; replacement of sanitary sewers; replacement of storm sewers; and installation of new utilities	130 metres of Station Street, from Church Street to Pinnacle Street	Business Continuity Coordinator + General Contractor	May – mid June

ADDRESSING CONSTRUCTION IMPACTS/ RESOLUTION

The purpose of the Business Continuity Management Plan (BCMP) is to address and mitigate potential impacts from construction on the community with a special emphasis on accommodating businesses and marketing during construction.

The BCMP clearly specifies roles and responsibilities and defines the process of dealing with inquiries and concerns. There are two defined roles which are critical to the success of the BCMP:

- 1) Business Continuity Coordinator (BCC) will be responsible for implementing the BCMP and will be the main point of contact for business and residents.
- 2) Business Continuity Liaison (BCL) will respond to requests submitted by BCC that relate to business continuity and coordinate activities of the contractor.

These project team members play a significant role in mitigating potential impacts and dealing with issues in a timely and effective manner.

CONCLUSION

This Communications Strategy should effectively establish communication of what to expect during the 2015 construction period between the City Centre Revitalization Project Team and phase one stakeholders, as well as raise awareness for the general public.

The City of Belleville has followed a successful strategy to date in communicating the Build Belleville projects. This plan supports the continued use of tools that are in place and messaging that is frequent and consistent to all Build Belleville communications.