

OVATION AWARDS

CELEBRATING COMMUNICATIONS EXCELLENCE

2019 Winning Entries

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ABOUT THE OVATION AWARDS

For more than 30 years, IABC/Toronto's OVATION Awards have offered communication professionals in the Greater Toronto Area an opportunity to present their best work for feedback and recognition from their peers. Entries are evaluated against the IABC Global 7-point scale of excellence. The award level winners receive is based on their total score, determined by senior communicators who are recruited as judges. The judging criteria for the submissions include clear objectives, originality and demonstrated results.

There are two levels of OVATION Awards:

AWARD OF MERIT	AWARD OF EXCELLENCE
Entries that scored between 5.25 to 5.74	Entries that scored between 5.75 to 7

In addition, there are six Awards of Distinction, which are determined as follows:

AWARDS OF DISTINCTION		
Each Award of Excellence = 3 Points	Each Award of Merit = 1 Point	Highest Point Total = Award of Distinction

The awards are open to all Greater Toronto Area (GTA) communications practitioners including non-members. Each submission must have been planned, produced and completed within a period of three years prior to December 31, 2018.

AWARDS OF DISTINCTION

The following awards celebrate exceptional OVATION Awards. The IABC/Toronto OVATION Awards of Distinction are based on the number of winning entries per organization and a points system.

Each Award of Excellence earns three points and each Award of Merit earns one point. Companies in each category with the highest point total win. In the event of a tie, the winner is decided by the median score of the Excellence Awards.

The results have been tabulated and are as follows:

BOUTIQUE AGENCY OF THE YEAR (FIVE OR FEWER EMPLOYEES)

ruckus Digital

SMALL AGENCY OF THE YEAR (SIX TO 20 EMPLOYEES)

Craft Public Relations

MID-SIZED AGENCY OF THE YEAR (21 to 50 EMPLOYEES)

Strategic Objectives

LARGE AGENCY OF THE YEAR (21 to 50 EMPLOYEES)

Weber Shandwick Canada

CORPORATE COMMUNICATIONS DEPARTMENT OF THE YEAR

The Regional Municipality of York (York Region)

NOT-FOR-PROFIT COMMUNICATIONS DEPARTMENT OF THE YEAR

The Canadian Payroll Association

PEOPLE'S CHOICE AWARD

The People's Choice Award is voted on by the IABC/Toronto membership in an online poll. Members vote for the program they believe was the most successful. All OVATION Awards of Excellence that meet the entry criteria are eligible.

2019 IABC/TORONTO PEOPLE'S CHOICE AWARD WINNER

The Woods Parka Lodge
Weber Shandwick Canada

IABC STUDENT OF THE YEAR AWARD

Shane Madill

This award recognizes a student from an accredited institution who demonstrates excellence in communications and the greatest potential to be the best all-round future professional. Shane is a post-graduate student in the Public Relations Corporate Communications certificate program at Centennial College.

Along with their resume, Student of the Year applicants are asked to submit a news release outlining how they plan to make an impact on the practice of public relations and communications in the future.

See the next two pages for Shane's winning submission.

From Editor-in-Chief to PR practitioner, Shane Madill plans to inspire storytellers across industries

Recognized for his journalism work over the past decade, Madill will take his experiences as a communications leader to PR in Toronto

TORONTO, April 22, 2019 – Shane Madill today announced his intentions to apply for the IABC/Toronto 2019 Bobbie Resnick Student of the Year Award to continue his passions for writing, editing and helping people tell their stories. Madill’s unique perspective and experience will continue to be assets as Centennial College’s CPRS student steering committee representative and as an intern for one of the best communications agencies in Canada, Kaiser Lachance.

“The main trait I have seen contribute to success over the years, no matter what the subject matter it may be or what role they have in the organization, has been the dedication people have for their craft,” said Madill. “It comes through in everything they do. Their processes, how they work with others and their outputs all have a little something extra that helps elevate them. I am constantly inspired by my classmates at Centennial and my colleagues at Kaiser Lachance that have this enthusiasm, and hope that I can continue helping them demonstrate and develop their abilities and passions.”

During his studies, Madill contributed heavily to Canada’s Top 40 Under 40, an annual awards program dedicated to recognizing outstanding young achievers in Canada. He started in a research role to help edit a database of former recipients, and volunteered with JST Productions for the event rollout of the 2019 gala. He was then a key member for a small team that created and executed an alumni engagement plan, which is nominated for the CPRS Toronto Student Communications Plan of the Year. This was focused on attracting and engaging influential members of various industries across the GTA to brainstorm and implement solutions to issues affecting the future of work, and creating a turnkey facilitator’s package to replicate these efforts across the country.

Madill also worked with five other students to organize a two-hour event with no budget that raised more than \$1,000 for Jennifer Ashleigh Children’s Charity, a charitable organization focused on helping children with physical disabilities, medical issues and mental health disorders that have expenses not covered by OHIP.

“There are a lot of opportunities to help those in need and help express perspectives that should be given more attention,” said Madill. “Whether it is an internal or external strategy, our words and actions have the ability to help a countless number of lives throughout our careers.”

Madill developed his passion in Centennial College’s public relations and corporate communications program, where he applied the skills learned at *The Silhouette*, McMaster University’s newspaper, to these efforts and other PR projects. He became proficient with databases such as Cision, Meltwater and MRP, gained expertise in the full Adobe Creative Suite and continued to develop his writing abilities. With an understanding of the scope and variety possible in the industry, Madill is a jack of all trades and aspires to master as many as possible.

Madill will continue to pursue volunteer efforts across the industry, embrace learning opportunities, continue his work with Canada’s Top 40 Under 40 and use his abilities to create positive change.

For more information on Madill’s background and PR ambitions, visit <https://madills.wixsite.com/shanemadill>

About Shane Madill

Shane Madill is a 25-year-old PR practitioner who recently completed his post-graduate studies in Centennial College’s public relations and corporate communications program. He is currently in the first month of his internship with Kaiser Lachance in downtown Toronto where he has earned a reputation for

his strong work ethic and high quality outputs. Prior to attending Centennial College, Madill was the Editor-in-Chief of *The Silhouette* and completed his undergraduate studies in economics at McMaster University.

About Centennial College and the Story Arts Centre

Established in 1966, Centennial College is Ontario's first public college, primarily serving the eastern portion of the GTA through five campuses. It has a record of exemplary teaching, innovative programming and partnership building. With a full-time enrolment of 22,000 students, Centennial is recognized as one of the most culturally diverse post-secondary institutions in Canada. www.centennialcollege.ca

The Story Arts Centre is home to Centennial's School of Communications, Media, Arts and Design, offering programs such as public relations and corporate communications, advertising, journalism, broadcasting and film, animation, art and design, and performance programs such as music and dance.

2019 IABC/TORONTO - AWARDS WINNERS

COMMUNICATION MANAGEMENT

This division includes projects, programs and campaigns defined by a communication plan. Entries in these categories might:

- include a combination of communication materials, or
- focus on a single communication initiative within a larger campaign

Entrants must demonstrate how their project applied a full range of planning and management skills and address how the entry relates to and affects the organization's overall business strategies.

INTERNAL COMMUNICATIONS

Award of Merit

Strategic Workplace Initiative: Transforming and Modernizing Where and How We Work
The Regional Municipality of York

Shaping the Future Together!
City of Vaughan

Re: Defining Canadian P&C's Performance
BMO Financial Group

Re-engineering Communications to Drive Manulife Canada's Biggest Transformation in 130 Years
Manulife Canada

Award of Excellence

Sheridan@50: A Creative History for a Creative Campus
Sheridan College

Sharing some Cookie - Internal engagement for McDonald's Canada's launch of new RMHC Cookies
McDonald's Canada

EMPLOYEE ENGAGEMENT

Award of Excellence

#YRCARES – The 2017-2018 York Region and York Regional Police Employee Campaign for United Way
The Regional Municipality of York

HUMAN RESOURCES AND BENEFITS COMMUNICATION

Award of Merit

Introducing Sprout at Work at York Region
The Regional Municipality of York

CAAT Pension Plan
Supporting a Pension Merger

CHANGE COMMUNICATIONS

Award of Merit

Transforming LIVES. Transforming JOBS.
Transforming FUTURES.

The Regional Municipality of York

Award of Excellence

Dexterra Rebranding - Change Communications
Jan Kelley

MEDIA RELATIONS WITH BUDGET UP TO \$50K

Award of Merit

The Royal LePage Peak Millennial Price Compare Study
Kaiser Lachance Communications and Royal LePage

The Royal LePage Boomer Trends Survey
Kaiser Lachance Communications and Royal LePage

Award of Excellence

Savour Serenity with Loacker
Strategic Objectives

MEDIA RELATIONS WITH BUDGET \$50K UP TO \$100K

Award of Merit

Barilla Pasta World Championship
Zeno Group Canada

GE Appliances: National Laundry Day 2018
Craft Public Relations

Award of Excellence

National Payroll Week 2018
The Canadian Payroll Association

La Maison Maille Media Relations 2018
The PR Department

Chevrolet Good Deeds Cup: 2017/18 Season
Weber Shandwick Canada

MEDIA RELATIONS WITH BUDGET ABOVE \$100K

Award of Merit

RE/MAX Media Relations 2018: Differentiation Through Liveability
RE/MAX, APEX PR, ruckus Digital

The Royal LePage House Price Survey
Royal LePage and Kaiser Lachance Communications

Benjamin Moore 2018 Colour of the Year - Caliente
Strategic Objectives

Air Canada Signature Service Launch
Weber Shandwick Canada

Award of Excellence

Volkswagen Canada Arteon Project
Strategic Objectives

Kashi joi Launch
Strategic Objectives

The Woods Parka Lodge
Weber Shandwick Canada

MARKETING COMMUNICATIONS

Award of Merit

National Payroll Week 2018
The Canadian Payroll Association

The Search for Ontario's Best Veal Sandwich
edana integrated marketing

Canadian Dietitians Unlock the Potential of Food
Argyle Public Relationships - [View Entry](#)

SPLENDA® Stevia Sweetener: "The Sweet Spot"
Weber Shandwick Canada

Fraud=Fraud
Proof Inc.

Certified Sustainable Beef
Weber Shandwick Canada

The Hottest Collab of 2018: The Big Mac® x Bacon
Weber Shandwick Canada

The Woods Parka Lodge – [View Entry](#)
Weber Shandwick Canada

Award of Excellence

RE/MAX Integrated Communications 2018 - Differentiation Through Liveability
RE/MAX, APEX PR, ruckus Digital

Johnson & Johnson Reactine Allergy Feels
Zeno Group Canada

#TurkeyONTour 2018
edana integrated marketing

Upstairs Amy: Scripted content
Walmart Canada

The Need Is Now
Huntsville Hospital Foundation with Tenzing Communications Inc.

2018 SYSTANE® COMPLETE Canadian Launch
Alcon Canada and Cohn & Wolfe

Walmart Rewards Mastercard Goes Digital
APEX Public Relations

McCafe Bagel Launch
Weber Shandwick Canada

ADVERTISING AND BRAND COMMUNICATION

Award of Merit

Playbook Hub Canada Launch
Strategic Objectives

Upstairs Amy: Scripted content
Walmart Canada

2018 "This is The Place" Innovation & Entrepreneurship Campaign – [View Entry](#)
University of Toronto

The Hottest Collab of 2018: The Big Mac® x Bacon
Weber Shandwick Canada

Award of Excellence

Helping Young Canadians Succeed - Our Way Campaign
Manifest Communications Inc.

Tetley Super Tea Break
Craft Public Relations

The Disruptors, Presented by Samuel Adams
Craft Public Relations

My Life, My Choice- A Stress-Free Holiday
UPS Canada/Argyle Public Relationships – [View Entry](#)

SPLENDA® Stevia Sweetener: “The Sweet Spot”
Weber Shandwick Canada

Fraud=Fraud
Proof Inc.

Kashi joi Launch
Strategic Objectives

CUSTOMER RELATIONS

Award of Merit

TruceTO: Boosting harmony on our streets
RSA Canada, APEX PR and ruckus Digital

COMMUNITY RELATIONS

Award of Merit

National Payroll Week 2018
The Canadian Payroll Association

TruceTO: Boosting harmony on our streets
RSA Canada, APEX PR and ruckus Digital

International Day of Older Persons – Advice to my younger self – [View Entry](#)
The Regional Municipality of York

GOVERNMENT RELATIONS

Award of Merit

"Support the Report" Campaign for Increased – [View Entry](#)
Federal Research Funding
University of Toronto

ISSUES MANAGEMENT AND CRISIS COMMUNICATION

Award of Merit

"Do you know if this real?": managing communications at Sunnybrook during the Yonge Street van attack – [View Entry](#)
Communications & Stakeholder Relations, Sunnybrook Health Sciences Centre

CORPORATE SOCIAL RESPONSIBILITY

Award of Merit

TruceTO: Boosting Harmony on our Streets
RSA Canada, APEX PR and ruckus Digital

Chevrolet Good Deeds Cup: 2017/18 Season
Weber Shandwick Canada

Award of Excellence

Cashmere Collection 15th Anniversary
Strategic Objectives

SOCIAL MEDIA PROGRAMS

Award of Merit

Be Part of the Equation – [View Entry](#)
Proof Inc.

Award of Excellence

Planet Fitness Canada Digital Launch – [View Entry](#)
ruckus Digital

Great Value: Building quality perception
Walmart Canada

GOVERNMENT COMMUNICATION PROGRAMS

Award of Merit

#loveyr
The Regional Municipality of York

2018 Municipal Election - [View Entry](#)
City of Markham

Gordie Howe International Bridge – Financial Close – [View Entry](#)
Windsor-Detroit Bridge Authority

Award of Excellence

2018 Aerial Spray – [View Entry](#)
City of Mississauga

WSIB - Day of Mourning
Workplace Safety and Insurance Board

NONPROFIT CAMPAIGNS

Award of Merit

Be Part of the Equation – [View Entry](#)
Proof Inc.

Dear Everybody anti-stigma campaign project team
Holland Bloorview Kids Rehabilitation Hospital

Award of Excellence

National Payroll Week 2018
The Canadian Payroll Association

Digital Poppy Launch
DDB Public Relations

COMMUNICATION SKILLS

This division includes communication products that highlight such technical skills and expertise as editing, writing, design and photography.

Entries in this category recognize:

- importance of project's goals
- demonstration of measurable results
- strategic alignment with the organization's business goals and emphasis on the creative process of project execution.

SPECIAL EVENTS

Award of Merit

L'Oréal Paris Women of Worth Awards Gala – [View Entry](#)
Cowan & Company

Hologic Heavy Period Talk Comedy Show – [View Entry](#)
Zeno Group Canada

FUJIFILM X-T3 Launch Event
FUJIFILM Canada Inc. and Swerve Public Relations Inc.

SPLENDA® Stevia Sweetener "The Sweet Spot"
Weber Shandwick Canada

A&W Burgers to Beat MS Day
Strategic Objectives

Benjamin Moore 2018 Colour of the Year - Caliente
Strategic Objectives

Schick Hydro Trade Deadline Campaign
Paradigm Public Relations and Edgewell Personal Care

Reimagining Insurance Bureau of Canada's Presence at GLOBE Forum
Paradigm Public Relations and Insurance Bureau of Canada

Award of Excellence

CF Blue Monday – [View Entry](#)
Cadillac Fairview

Estrella Damm Gastronomy Congress
Craft Public Relations

The Truly Studio - Celebrating the Launch of Truly Spiked & Sparkling
Craft Public Relations

Johnny Bower Official Rink Dedication Ceremony – [View Entry](#)
City of Mississauga

Cashmere Collection 15th Anniversary
Strategic Objectives

Volkswagen Canada Arteon Project
Strategic Objectives

Kashi joi Launch
Strategic Objectives

Canadian Tire Christmas House
Weber Shandwick Canada

#BuickStyle: The Ultimate Driving Shoe
Weber Shandwick Canada

DIGITAL COMMUNICATIONS

Award of Merit

Solutions Online – [View Entry](#)
Manulife

Liaison E-newsletter – [View Entry](#)
RTO/ERO

Award of Excellence

Volkswagen Canada Arteon Project
Strategic Objectives

Flood Factor
Paradigm Public Relations and Insurance Bureau of Canada

AUDIO/VISUAL

Award of Merit

Volkswagen Canada Arteon Project
Strategic Objectives

#DotheShiggy! #InMyFeelings Challenge
The Regional Municipality of York

I Count. I'm Not Just a Number. – Homeless Enumeration Campaign Video Series
The Regional Municipality of York

Award of Excellence

Markham Votes Online – [View Entry](#)
Advantis Communications

2018 Newmarket Municipal Election – [View Entry](#)
Town of Newmarket

Extraordinary Life - [View Entry](#)
Novartis Pharmaceuticals Canada Inc.

PUBLICATIONS

Award of Merit

Liaison E-newsletter - [View Entry](#)
RTO/ERO

Award of Excellence

Renaissance magazine for education retirees
RTO/ERO

EarlyON Community Engagement Summary Report
The Regional Municipality of York

Advisor Focus - [View Entry](#)
Manulife

IKEA Canada's Fiscal Year 2018 Annual Report
IKEA Canada and Hill+Knowlton Strategies

Combating Canada's Rising Flood Costs with Natural Infrastructure
Paradigm Public Relations and Insurance Bureau of Canada

WRITING

Award of Merit

Vale News: Mental Health Awareness series (2017) – [View Entry](#)
Vale

Award of Excellence

Fifty Years at the Forefront of Teaching Art in Motion – [View Entry](#)
Sheridan College

THE WOODS PARKA LODGE

Entrant: Weber Shandwick Canada	Division/Category: Division: 1 / Category: 7c. Media Relations
Organization: SportChek	Time period: September 2018 – January 2019
Entry title: The Woods Parka Lodge	Entrant’s role: Communications Agency
Your team members name (if applicable): Weber Shandwick Canada	
<p>Project description: Woods wanted to increase brand equity ahead of its busiest season by introducing the new Woods Alverstone Expedition Parka. Weber Shandwick was tasked with creating an interactive experience that showcased the brand’s rich expedition history.</p> <p>Cue the Woods Parka Lodge, the first and only parka-insulated yurt in Canada which offered outdoor enthusiasts a one-of-a-kind opportunity to sleep under the stars inside a parka. Listed exclusively on Airbnb in Ontario’s Haliburton Highlands, Weber Shandwick promoted the 420 square foot winterized yurt through a targeted, integrated media campaign, increasing both brand awareness and sales.</p>	

THE BUSINESS NEED OR OPPORTUNITY

Backed by over 100 years of exploration, the Woods brand is synonymous with quality, stylish parkas that can withstand even the harshest Canadian winters. Despite having recognition for superior products, awareness of the brand among its target audience was low at 58 per cent, compared to competitors within the premium outerwear category, most notably North Face (88 per cent). In recent years, these competitors emerged as industry leaders pushing their positioning which resulted in increased consumer preference within a highly saturated category. In 2018, the Woods brand saw an opportunity to reinforce its rich heritage and legacy as the creators of the original Woods Arctic Parka, one that saw the brand outfitting the 5-year Canadian Arctic expedition dating back to 1913.

As the brand was expanding its parka distribution at Sport Chek stores across the country as its exclusive retailer, it was also looking to increase brand equity ahead of its busiest season by introducing the new Woods Alverstone Expedition Parka. The aim was to highlight the premium and stylish aspects of the parkas, drive home an established presence through the brand’s rich history, and ensure customers could authentically experience the brand first-hand.

STAKEHOLDER ANALYSIS

Weber Shandwick conducted a photo-ethnographic study to uncover key insights about the brand’s target audience and what it prioritized when it came to outdoor style and adventure. This research involved identifying people who fit the “outdoor enthusiast profile” and had them respond to questions through photo sharing. Participants were asked to provide imagery that showcased: an outfit that was both “outdoorsy” and represented their personal style; a memorable or recent camping trip; the type of person they were; and people, style and/or things that they found both appealing and motivating. (see work sample 1)

To interpret the submissions, Weber Shandwick developed a framework to interpret how these pictures were used by both the photographer and viewers, considering the following criteria:

- Social context: How and why are photos being used in this instance? (eg. Difference between selfie for IG, and a photo with your family)
- Intent: Why was this photo taken? What did the photographer hope to communicate? What response did they hope to elicit?
- Meaning: What is the meaning behind the photo? What directs participants’ actions? What concepts are at play? What are their significance?

- Participation: People’s involvement or adaptation to the photographer
- Relationships: Between people in the photo, those out of view and the audience.
- Acts and activities: What are present? Why did they choose to include it?

What we discovered was that while outdoor enthusiasts were diverse in their interests and backgrounds, they were bound together by their appreciation of the outdoors and the experiences it provides. This group has a thirst for adventure, but it never comes at the expense of style. They want experiences that are as unique as they are beautiful. **Based on these findings, it was clear that to influence this audience, Woods and Sport Chek had to provide an elevated outdoors experience that was desirable enough to be worth adding to their travel bucket list.**

To do this, Woods needed to take an adventurous approach to capture the attention of influential outdoor enthusiasts by getting them into the wilderness to participate in an unforgettable outdoor winter experience – one that would be ownable to the Woods brand.

GOALS AND OBJECTIVES

The following quantifiable objectives were formulated:

1. Generate 15 million media impressions among lifestyle, travel and fashion media and influencers for the Woods brand, products and activation as well as sell-out all Airbnb bookings within the first week of going live.
2. Support the expansion of parka availability across all Sport Chek stores by increasing sales of the Woods Parka line by 2X compared to same store sales in 2017.
3. Drive purchase consideration by heightening perceptions of the Woods brand, making it sought after, cool and known as the ‘most-Canadian’ parka; and

Based on this we also identified the following communications strategy:

- Motivate outdoor enthusiasts to experience the Woods brand and products first-hand by leveraging Woods’ key differentiators—its heritage and superior quality—to build brand equity.

THE SOLUTION OVERVIEW

With a desire to deliver an authentic experience that showcases the rich expedition history of the Woods brand, cue the Woods Parka Lodge (see work sample 2). As the first and only parka-insulated yurt in Canada, it offered outdoor enthusiasts a one-of-a-kind opportunity to sleep under the stars inside a parka (see work sample 3). Listed exclusively on Airbnb in Ontario’s Haliburton Highlands, the 420 square foot winterized yurt wasn’t just inspired by the new Woods Alverstone Expedition Parka, it was built with it. Taking 24 hours to build the structure and another 48 hours to furnish and finish, the Woods Parka Lodge featured 307 metres of waterproof canvas and an outer layer of waterproof, breathable, and windproof SympaTex[®] membrane – the same fabric used to create the Alverstone Expedition Parka. The yurt came fully-equipped with a propane-powered stove, comfortable living room, king-sized bed, skylight for indoor star-gazing as well as modern-rustic, handpicked décor, including artifacts and paintings that paid homage to the rich legacy of Woods (see work sample 4). To complement the experience, all guests received their own Woods Alverstone Expedition Parkas.

IMPLEMENTATION AND CHALLENGES

In support of the 2018 Winter Collection launch, Weber Shandwick executed a 360° amplification plan for the Woods Parka Lodge, inclusive of earned, paid (media and social content), and owned (Woods online properties), sustaining momentum for over two and a half months. Using a phased approach, the integrated program consisted of embargoed media and influencer outreach (pre-launch phase), the official launch of the official Airbnb listing with targeted media pitching and a content partnership (main media moment), and earned media coverage from yurt stays and unique video content on social (continued momentum).

PHASE ONE (Pre-Launch): Ahead of the official consumer booking launch date, Weber Shandwick secured interest from 14 top-tier Canadian journalists and influencers for an exclusive first look at the yurt. The purpose was to generate rich content in priority publications to further drive interest and awareness of both the Woods Parka Lodge and Alverstone Parka. Each guest was invited to bring a plus one for an overnight stay and treated to a tailored itinerary and menu. Upon arrival, guests were greeted by a Sport Chek spokesperson, and gifted their very own Woods Alverstone Expedition Parka to keep them warm for the duration of their stay and beyond. Inside the Woods Parka Lodge, visitors had an array of activities at their disposal, including access to a private yoga session on-site, board games, books, a record player for a warm and cozy night in, and a skylight to view the spectacular star-filled sky. Outside the yurt, guests also had the opportunity to snowshoe along the pristine scenic country side, roast marshmallows over a bon fire, or jump in a rental car to explore the surrounding area and breweries—all while wearing their new Woods Parka.

In addition to confirming earned media and social coverage prior to the launch, Weber Shandwick Canada strategically coordinated a paid media partnership with national online publication, Daily Hive. More specifically, we partnered with Mapped, the outlet's new travel section which offers urban Canadian millennials travel inspiration for their next adventure, a publication and platform we knew our target was engaging with. The collaboration included hosting a writer for an overnight stay at the Woods Parka Lodge, a custom article across the Daily Hive Network (Vancouver, Toronto, Calgary and on Mapped) offering readers a first-hand account of the experience, multiple posts on the publication's social's channels (Facebook, Instagram and Twitter) and an Instagram giveaway of two Woods Alverstone Expedition Parkas to drive further, targeted awareness of both the yurt and the new winter collection. The paid partnership exceeded Daily Hive's existing benchmarks, more specifically with the Instagram content and the custom national article, which saw results nearly double the KPIs set by the publication. (see work sample 5)

PHASE TWO (Main Media Moment): On November 14, the news of the Woods Parka Lodge was officially out; Weber Shandwick Canada distributed a multi-digital press release complete with links to high-res images and a video of the yurt, to lifestyle, fashion, travel, and trade publications. Timing was important as we knew early November was a critical period for outerwear purchase consideration – we knew we had to fill our targets' social feeds at the moment they were making a decision for this investment product. As a result of these efforts, several additional media and influencer visits were confirmed, with the final visit scheduled for December 21.

PHASE THREE (Continued Momentum): After positive response, the Woods Parka Lodge was extended another month. With the announcement, Sport Chek and Woods simultaneously launched 30 second video assets for their own social channels to drive further awareness. Putting paid support behind these creative assets ensured current and potential brand fans were reached across the social channels where they engaged.

To sustain conversation throughout the two and half month period, we worked with editors and influencers to ensure coverage was staggered. Influencers were asked to generate live Instagram stories from the Woods Parka Lodge, a static post featuring the yurt immediately following their stay, and another static post up to two weeks later highlighting them wearing the Alverstone Expedition Parka. With media, we provided editors with preferred timelines for coverage, prioritizing travel-focused stories first to ensure the call to action was relevant for readers, then encouraged fashion and lifestyle media to publish their pieces throughout December to further drive purchase consideration ahead of the busy retail holiday season (see work sample 6).

Challenges:

There were two main challenges in the creation and execution of the Woods Parka Lodge:

- Given unpredictable Canadian winters, we needed to ensure our experience was seamless and one that lived up-to media and influencer expectations to ensure positive brand perception (especially given the competitive media landscape with first-class press trip experiences)
 - **Solution:** Each guest was provided an opportunity to bring along a plus-one to further enhance their experience. In addition, a full itinerary was provided and we covered transportation for all of our guests. On-site, each guest was greeted by a brand representative who was close by to address any needs or concerns, reinforcing a positive brand experience from start-to-finish.
- Selling out the Airbnb bookings for the Woods Parka Lodge in 48 hours was unexpected and minimized our initial consumer call to action (book a stay at the yurt) for media who were in the midst of drafting their stories.

Solution: Within a few short days the decision was made to release new dates for booking, extending the Woods Parka lodge until the end of January to ensure media, especially travel writers, had an appropriate and valid call to action for their readers

MEASUREMENT AND EVALUATION

The Sport Chek Woods Parka Lodge was a critical component of the 2018 Winter Collection Launch, exceeding all objectives, sold out in just 48 hours, and resulting in widespread media and social coverage that helped drive Woods’ brand perception of premium quality and sought-after products.

Objective	Result
Generate 15 million media impressions among lifestyle, travel and fashion media and influencers for the Woods brand, products and activation as well as sell-out all Airbnb bookings within the first week of going live.	As of January 9, 2019, the Woods Parka Lodge has garnered 18,898,509 impressions from key Canadian publications including Canadian Living, Huffington Post, National Post, Toronto Sun, Best Health and more! The activation also generated 45 unique pieces of earned static influencer content and 121 pieces of live influencer content showcasing the yurt and Alverstone Expedition Parka which sparked over 18K engagements (likes, shares, and comments). Furthermore, we sold out within the first 48 hours! With such a high demand, the decision was made to extended bookings until the end of January 2019.
Support the expansion of parka availability across all Sport Chek and Atmosphere stores by increasing sales of the Woods Parka Collection by 2X compared to same store sales in 2017.	When compared to same-store sales from 2017, Woods apparel sales increased 4x during the 2018 campaign. In addition, Woods apparel achieved 19x all channel sales in Q4 2018 compared to Q4 2017.
Drive purchase consideration by heightening perceptions of the Woods brand, making it sought after, cool and known as the ‘most-Canadian’ parka;	The Woods Parka Lodge improved brand lift and consideration 2x the industry norm.

Overall, the Woods Parka Lodge went beyond fulfilling the brief, giving Woods and Sport Chek “badge value” against competitors in the outerwear space while leveraging its heritage and legacy.

CANADIAN DIETITIANS UNLOCK THE POTENTIAL OF FOOD

Entrant: Dietitians of Canada and Argyle Public Relationships	Division/Category: Division 1, Category 8: Marketing Communication
Organization: Dietitians of Canada	Time period: September 2017 to April 2018
Entry title: Canadian Dietitians Unlock the Potential of Food	
Your team members name (if applicable): From Argyle Public Relationships: Alison George, SVP; Kyla Best, Director; Hayley Lang, Consultant. From Dietitians of Canada: Barb Ledermann, Senior Director Marketing and Communications; Kate Comeau, Manager Public Relations and Media, Francy Pillo-Blocka, Project Manager	
Project description: Dietitians of Canada (DC) celebrates Nutrition Month every March. In 2018, Argyle worked with DC to refresh its campaign approach in two ways. First, we introduced new social media strategies to reach targeted consumers, and lessen reliance on diminishing mainstream media audiences. Second, we worked together to highlight the 2018 theme, “Unlock the Potential of Food”, and integrate DC’s core brand story. Our campaign exceeded objectives across all measures and resulted in balanced coverage nationwide that delivered messages effectively; targeted consumers directly through refreshed social media initiatives; and engaged dietitians in educating Canadians about their varied and unique profession.	

THE BUSINESS NEED OR OPPORTUNITY

Dietitians of Canada (DC) is a professional association representing more than 5,000 members across Canada. In 2017, DC faced a challenge: three in 10 Canadians are not familiar, and more than half (55%) say they are only somewhat familiar, with the profession, confuse it with other similar practitioners such as nutritionists, or think a dietitian’s job is limited to developing meal plans. (*DC Benchmark Reputation Research, April 2017*). In fact, to be called a *dietitian* one requires rigorous and ongoing training including a science-based university degree. It is a regulated profession with impact across many sectors: dietitians collaborate with other healthcare professionals, undertake scientific research, drive innovation in the food industry, inform public policy, and work with patients and communities across the country. DC aims to build understanding of the varied and unique roles of dietitians, to differentiate this regulated profession in the eyes of Canadian consumers, and to attract new members to the profession and the organization. A key communications platform is Nutrition Month, celebrated each March.

For more than 30 years, DC has designed themed campaigns for Nutrition Month, with success measured by mainstream media impressions. In 2017, DC issued an RFP to secure a communications partner to support its 2018 campaign, with the theme “Unlock the Potential of Food”. Argyle Public Relationships won the mandate by building a compelling case for a refreshed approach to communicating – and evaluating – this program. We knew the media environment was changing fast, with a 17% decrease in daily newspaper subscriptions (*Globe and Mail, Sept. 27, 2017*); with more than 16,500 media jobs cut between 2008 and 2017 (*Canadian Media Guild*); and the subscribers to conventional cable dropping by a quarter million annually (*CBC, April 17, 2017*). Driving campaign awareness through mainstream media relations was still possible but had to be paired with an investment in social media strategies where we had better control over audience targeting and messaging. We recognized that Nutrition Month is a platform to reinforce DC’s core brand story, not just to focus on a specific annual theme. We also saw a fresh opportunity to evaluate results, no longer pinning success solely on overall impressions achieved by adding new dimensions to reporting and evaluation.

STAKEHOLDER ANALYSIS

Primary audience: Demographics: The primary audience for Nutrition Month was Canadian adults (aged 30-65) who are food decision-makers in the household, in every province and territory. The “bullseye” target was in the 45-65 demographic. A significant portion of target consumers or their immediate family members had specific health needs that would benefit from the insights of a dietitian, either directly or indirectly. **Psychographics:** They are aware of dietitians and believe them to be credible and trustworthy

but are less familiar with the breadth of their expertise and the training and education required to be called a dietitian (*April 2017 Research Webinar*). Deepening this understanding would make them significantly more likely to consult a dietitian, particularly if they or a family member had a specific health need.

Secondary audience: The secondary audience is dietitians. We knew that about 42% of DC members are aged between 23 to 36. They are university-educated (required for the designation). Half of DC members reside in Ontario, with between 9% to 11% of members living in each of the following regions: BC, Alberta/North, Man/Sask, and Atlantic. About 5% live in Quebec. The clear majority (97%) are female. (*Source: Dietitians of Canada.*) **Psychographics:** Dietitians seek validation through science and vary in their level of comfort in promoting their profession. This informed the way we reported on results and how we identified a range of spokespeople to represent not only different regions but also different aspects of the profession.

GOALS AND OBJECTIVES

The primary goals were to help Canadians solve nutrition problems by educating them about reliable and credible sources of nutritional information; providing examples of where/how to find such information; and connecting them with dietitians. Another goal was to demonstrate to its membership the work DC does to promote their profession.

DC and Argyle established these measurable campaign objectives related to the primary consumer audience:

- **Breadth of media coverage:** Secure mainstream media coverage in the following regions: British Columbia, Alberta, Saskatchewan, Manitoba, Ontario, Quebec, Atlantic and Northern Canada, and ensure a cost per thousand impressions (CPM) of less than two dollars.
- **Content quality & message penetration:** Ensure media coverage achieves an MR2P quality score of at least 75%, against the following quality measures: mention of Dietitians of Canada; includes spokesperson quote; includes campaign key message; and mention of campaign slogan, Unlock the Potential of Food.
- **Awareness via social media reach:** Reach at least 240,000 consumers through targeted social media activities.
- **Action: Web visits.** Secure +358,891 unique visitors to DC website during the campaign period (to exceed 2017 result). Plus, DC and Argyle identified these campaign objectives related to the secondary dietitian audiences:
- **Member attitudes:** Dietitians consider the NM campaign effective in promoting their role and value, as measured by postcampaign survey.
- **Member behaviour:** Drive dietitian members to use Nutrition Month campaign tools, as measured by number of resource downloads. Goal was +11,000 downloads (10% greater than 2017 result).

THE SOLUTION OVERVIEW

Campaign slogan and themes: The 2018 Nutrition Month slogan was “Unlock the Potential of Food” and the themes explored ways food has the potential to Fuel, Discover, Prevent, Heal and Bring Us Together.

Strategy: We identified three strategic imperatives for the campaign: to unlock the power of social media; to leverage the power of dietitians’ relationships with media and influencers; and to shift communications from an exclusive focus on the 2018 slogan to messages about the greater DC dietitian brand story. We articulated our strategic approach as follows: ***Enable Dietitians to teach Canadians how to unlock the potential of food and build profile for their profession and unique credentials by leveraging relationships, engaging communities and exploring new communications channels.***

Messages (for consumer audiences)

- Dietitians are accessible, opened, friendly, person/client centered
- Dietitians are not: food police, weight loss coaches, meal planners, one size fits all
- Dietitians are regulated professionals, like doctors and nurses
- You'll find dietitians everywhere, supporting our patients, clients and communities

Messages (for dietitian audiences)

Nutrition Month includes all dietitians, no matter where you work! There are many ways to share Nutrition Month content to engage those around you and promote dietitians and healthy eating all month long. The campaign was supported by a multimedia tactical approach, some of which was managed by Argyle, and some by DC. All tactics were designed to reach the identified key audiences and address the business need, as outlined below.

Tactic & Responsibility	Rationale
Mainstream media outreach nationwide, managed by Argyle,	Though the mainstream media landscape is shrinking, there is still opportunity to secure print and broadcast coverage. To ensure a credible voice and to engage dietitians in building profile for their profession, we identified and trained volunteer dietitian spokespeople from all key regions. We also customized story angles to ensure dietitians could focus on their area of expertise, and to appeal to each outlet's interest and need.
Social media assets created by Argyle included: <ul style="list-style-type: none"> • Three Facebook Lives featuring dietitian spokespersons • Facebook advertising, driving to campaign microsite • Social media 'plug and play' package for Dietitians to use on their own channels (ready-to-use content, still and video image bank, recipes, posts for Twitter, Facebook, Instagram) • Partnership with mommy blog Urbanmoms, to share Nutrition Month information with its established community 	To control content and ensure it was promoted directly to our primary target audiences, Argyle recommended DC expand its social media program. Our analysis showed our key audiences were most active on Twitter and Facebook, so we focused the investment on those channels. Instagram and LinkedIn were secondary. With knowledgeable dietitian spokespersons trained and available, we identified Facebook Live events to deliver and promote meaningful themed content to consumers. The "Lives" focused on the Fuel, Discover and Prevent topics, which fit each selected spokesperson's expertise. We also recognized that many dietitians across Canada have their own communities and social media presence. To maximize this opportunity, we developed "plug and play" content to enable dietitians to easily share Nutrition Month information. Partnering with Urbanmoms was a way to expand our reach with an already-engaged relevant community. For this opportunity, we focused on the Potential to Bring Us Together theme through family meals.
Paid media: DC developed 5-second videos that aired on digital ad screens in downtown Toronto plus a half page ad in the February/March 2018 edition of Horizon Travel & Lifestyle magazine	The decision to focus the limited media buying budget in Ontario reflects the fact that 50% of DC's members reside in the province. The colourful creative that supported the campaign provided a strong visual base that could be effectively repurposed in the digital ads, and the creative was provided on a complimentary basis by one of DC's sponsors, which kept costs to a minimum.

<p>Dietitian Resource Manual created by DC. This included background and supporting facts, activity ideas, printable recipes and theme factsheets, shareable images, a Power Point presentation and other resources.</p>	<p>Each year, DC creates a detailed resource manual to support members in promoting the profession and the annual Nutrition Month slogan and theme. This extends the overall reach for the program and helps deliver unified messages nationwide. In addition, it builds community among dietitians, and highlights the work their membership organization is undertaking on their behalf to drive awareness and interest in the profession.</p>
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IMPLEMENTATION AND CHALLENGES

Budget: The budget for the promotional elements of this campaign was \$62,500 (\$50,500 fees + \$12,000 expenses for the social media promoted posts, and for the digital and print ad placements in Toronto).

Timeline: Argyle was hired in August 2017, to promote Nutrition Month in March 2018.

- From September 2017 to January 2018, we developed content, trained spokespeople, identified target mainstream and social media contacts, created social media assets, and finalized Urbanmoms opportunity.
- In February and March, we secured media interviews, supported spokespersons, and executed the social media plan.
- In April 2018, we completed comprehensive program reporting.

Key learnings and challenges:

- **Working with volunteer spokespeople:** Our volunteer spokespeople had varying degrees of experience, and in some cases, had shifting commitments (e.g., cancelling an appearance at the last minute). To set our volunteers up for success, we created a detailed spokesperson manual and ran a training webinar in advance of Nutrition Month. We also worked with DC to identify those who may benefit from additional coaching or advice before interviews. In one case, we sought a new regional spokesperson better able to commit to the campaign.
- **Missing media coverage:** We were excited to secure an interview with our spokesperson in Iqaluit, based on a compelling pitch centred on food security in the north. The interview was completed and scheduled to air on all APTN’s Nunavut stations. Unfortunately, the producer became ill and the interview did not air. We were able to secure supplemental coverage in the north and plan to repurpose this relevant story angle in the future.
- **Blog partnership:** The results of the Urbanmoms paid partnership underperformed. This activation was intentionally not a high percentage of the budget and we considered it a ‘test and learn’ opportunity. Due to the low results, paid blog partnerships will be dropped from future campaigns.

MEASUREMENT AND EVALUATION

Objective Result	Result
<p>Secure mainstream media coverage in the following regions: British Columbia, Alberta, Saskatchewan, Manitoba, Ontario, Quebec, Atlantic and Northern Canada, and ensure a CPM of less than \$2.</p>	<p>Achieved: The campaign earned more than 46 million mainstream media impressions, and secured coverage in each identified region. National, 24 million; BC, 2.7 million; Alberta, 2.5 million; Saskatchewan, 601,000; Manitoba, 2.2 million; Ontario, 6.7 million; Quebec, 6.1 million; Atlantic, 1.4 million; North, 40,000. The CPM was \$0.40, significantly bettering the goal of \$2.</p>

OYATION AWARDS

Ensure media coverage achieves an MR2P quality score of at least 75% (Quality measures are included in section 3 above.)	Achieved: The campaign achieved an MR2P quality score of 83% based on the identified measures.
Reach at least 240,000 consumers through targeted social media activities (measured by reach and microsite visits).	Achieved: Even though the Urbanmoms activation underperformed, the overall social media campaign achieved a reach of 338,140: an increase of 41% over the target.
Secure +358,891 unique visitors to DC website during the campaign period (to exceed 2017 result).	Achieved: From December 2017 to March 2018, there were 671,422 unique visitors to the DC website: an increase of 87%.
Dietitians consider the NM campaign effective in promoting their role and value, as measured by post-campaign survey.	Achieved: A survey asked dietitians to rank the effectiveness of the 2018 campaign in achieving its objectives on a scale of 1 (not effective) to 5 (very effective). The results are: <ul style="list-style-type: none"> • Enhanced visibility of dietitians: 3.85 • Promoted role and value of dietitians: 3.87
Drive dietitians to use Nutrition Month campaign tools, as measured by number of resource downloads. Goal was +11,000 downloads (10% greater than 2017 result)	Achieved: During the campaign period (December 2017 – March 2018) members downloaded nutrition month campaign tools 28,333 times, an increase of 183%.
BONUS: Increase the usage of and traffic to the “Find a Dietitian” tool online.	Achieved: During Nutrition Month (March 2018) usage of the “Find a Dietitian” tool saw an increase of 40% during Nutrition Month

2018 “THIS IS THE PLACE” Innovation & Entrepreneurship

Entrant: Tanya Kreinin	Division/Category: Division 1, 9: Advertising and Brand Communication
Organization: University of Toronto	Time period: February 26, 2018 to April 1, 2018
Entry title: 2018 "This is The Place" Innovation & Entrepreneurship Campaign	
Your team members name (if applicable): Katherine Fernandez-Blance, Urmilla Coelho, Jonathan Leitch, Chuck Chan, Jennifer Lanthier, Chris Boutet, Scott Baker, Claire Morris, Kimberly Lyn, Krista Boniface, Mark Smith, Chris Sorensen, Mark Bennett, Mel Racho, Laura Pedersen, Jennifer Robinson	
Project description: The University of Toronto (U of T), Canada’s top-ranked university, launched its first-ever fully integrated multimedia marketing and communications campaign to increase awareness of its reputation as Canada’s most innovative university within the broader innovation and entrepreneurship space, leveraging the activity and interest taking place during the university’s annual Entrepreneurship Week.	

THE BUSINESS NEED OR OPPORTUNITY

The Government of Canada’s vision in the context of innovation is “to position Canada as a global centre for innovation – to be a world leader in turning ideas into solutions, science into technologies, skills into middle-class jobs and startup companies into global successes¹.”

Despite holding the 2018 title for Canada’s most innovative university², giving birth to 500 startups that have raised more than \$1 billion in the past decade, U of T is not recognized as a key player in the larger innovation and entrepreneurship space compared to institutions like the University of Waterloo and Ryerson University.

As Canada’s top university for research-based startups, U of T needs to promote and enhance its reputation in order to attract world-class academic talent and forge new industry partnerships.

The university’s annual Entrepreneurship Week was a critical opportunity to position the institution as an innovation powerhouse in the broader entrepreneurial space, build on the existing buzz around innovation and entrepreneurship that accompanies the event, and showcasing success stories of the unique startups born out of U of T.

By launching its first-ever omni-channel marketing and communications campaign in February 2018, U of T increased awareness and understanding of U of T’s innovation and entrepreneurship network among key audiences. The robust campaign ‘This is the Place’ helped bridge the gap between U of T’s entrepreneurship success – how its innovations and research are directly leading to jobs, new businesses and life-changing products and services – and how well known it is among key influencers.

STAKEHOLDER ANALYSIS

Our target audiences were key influencers, both corporate and government, in the entrepreneurial space – those who may want to connect with, and become involved in, the university’s innovation and entrepreneurship network. Segmentation research provided the following information:

Primary: Our partners in the Office of the Vice-President, Research and Innovation identified 175 current and potential corporate partner organizations. Through LinkedIn InMail segmentation, we were able to filter our targeting to those within the Toronto-Waterloo corridor. This audience is interested in the commercialization of research and working with startups to “accelerate” or scale-up their business for profit. They are always chasing innovation and looking to diversify their portfolio with high-yield investment opportunities. Our media buying partner identified LinkedIn InMail, *The Globe and Mail* and a targeted set of business-

¹ [Federal investment of \\$7.8 million is helping to create jobs, expand research and foster innovation](#)

² [Thomson Reuters, World’s Most Innovative Universities, 2018](#)

focused sites, as effective channels to generate awareness amongst this high-profile group of business leaders.

Government leaders (municipal, provincial and federal) formed an additional primary audience. Our partners in our Government Relations Office identified 55 organizations and departments. Through LinkedIn segmentation, we targeted those in the Toronto-Waterloo corridor. This audience views innovation as an economic driver for the creation of jobs and recognizes the need to contribute growth to the industries and jobs of the future. Our media buying partner identified LinkedIn InMail, targeted out of home advertisements and a *The Globe and Mail* ad as effective channels to increase awareness with this audience.

Secondary: Small-to-large business owners and employees, aged 35+ in the Toronto-Waterloo corridor, made up our secondary audience. This group is interested in rapid and sustainable growth, finding new markets and uses to generate new forms of revenue. Our media buying partner identified digital banner advertisements on a targeted set of business-focused sites, as well as Facebook and Instagram advertisements, as most effective for building greater engagement with this audience.

U of T faculty, staff and students formed an additional secondary audience. This broad audience has varying levels of awareness about the university's entrepreneurship and innovation network. To help build U of T's reputation in these areas, we utilized our owned channels, including U of T News stories, to further our messaging.

GOALS AND OBJECTIVES

The goal of this campaign was to increase awareness and understanding of U of T's innovation and entrepreneurship network amongst target audiences. The objectives of the campaign were as follows:

- Over the duration of the campaign, **raise awareness** of the remarkable breadth and depth of U of T's research strengths, by exceeding internal benchmarks on owned digital channels.
- Over the duration of the campaign, **drive interest and active engagement** with U of T's innovation and entrepreneurship network, by exceeding industry benchmarks on digital channels.

THE SOLUTION OVERVIEW ³

In 2017, we developed strategic positioning to underpin all marketing and communications initiatives intended to heighten awareness of U of T's innovation and entrepreneurship network and fuel active interest and engagement. Building on this foundational work, in February 2018 we launched the first-ever fully integrated multimedia marketing and communications campaign focused on promoting the remarkable breadth and depth of entrepreneurial talent and innovative spirit at U of T. The campaign launched with the creative concept, 'This is the Place', which highlights U of T's ability to spark new ideas when different disciplines converge. Only at U of T is it possible to draw from two or more areas of apparently unrelated expertise to create products and services and even industries that have not yet been conceived. We delivered the campaign through the following channels:

This is the Place Landing Page: The landing page was designed to reflect the campaign's creative concept and serve as a hub for all entrepreneurship-related marketing and communications content during Entrepreneurship Week. All campaign channels linked to the landing page directly, or included a short link to it. On the landing page, viewers found pathways for learning more about, and becoming involved in, entrepreneurship at U of T. Stories and videos of students, faculty, and alumni whose ideas have thrived in the entrepreneurship ecosystem at U of T completed the page.

³ For examples and full details of the channels described in this section, see Work Sample 1: Collateral Material

Digital and Social Advertising: Through geo-targeted digital banner advertisements across sites like Forbes, Entrepreneur.com and Economist, as well as targeted sponsored LinkedIn InMail and sponsored posts, and Instagram and Facebook ads, we promoted our key messages and encouraged click-throughs to the landing page to learn more.

Traditional Advertising: Through out-of-home and print advertising, we sought to reach our target audiences in locations close to government ministries and other entrepreneurial activity and in credible sources.

Experiential Collateral: We developed collateral, including banners and leave-behind brochures, to promote the U of T entrepreneurship network throughout Entrepreneurship Week. These materials were consistent with the campaign’s creative concept.

AUDIENCE	KEY MESSAGE	TACTICS	TIMELINE
Current and potential corporate partners	U of T is THE place where innovators and investors can join forces to launch game-changing products and ventures.	Full-page advertisement ran in national media outlet, <i>The Globe and Mail</i>	Feb. 26, 2018
		This is The Place landing page launched	Feb. 26, 2018
		Digital banner ads, geo-targeted to Ontario, launched on <i>The Globe and Mail, Forbes, Wall Street Journal, Economist</i>	Feb. 26-April 1, 2018
		Targeted LinkedIn InMail sent	March 2nd, 2018
Government Leaders	U of T is THE place to propel innovation forward and build a more prosperous Canada.	Full-page advertisement ran in national media outlet, <i>The Globe and Mail</i>	Feb. 26, 2018
		This is the Place landing page launched	Feb. 26, 2018
		Targeted LinkedIn InMail sent	March 2nd, 2018
Small-to-large business owners and employees; U of T faculty, staff and students	U of T is THE place to develop and launch entrepreneurial ideas, set apart by its diverse and strong research base	16 transit-shelter ads (TSAs) placed in strategic locations around the university – where campus, government, research hospitals and innovation hubs converge	Feb. 26 – March 25, 2018
		Banners and leave-behind brochures distributed	Feb. 26-March 25
		Paid Social (Facebook and Instagram ads) ran	Feb. 26-March 25
		Digital banner ads, geo-targeted to Ontario, launched on <i>The Globe and Mail, Forbes, Wall Street Journal, Economist</i>	Feb. 26-April 1, 2018
		This is the Place landing page launched, featuring U of T News stories	Feb. 26, 2018
		LinkedIn sponsored posts launched	March 2nd, 2018

IMPLEMENTATION AND CHALLENGES

The total budget for the campaign was \$220,000. With creative designed in-house, the budget for the campaign went primarily towards the media buy and the associated agency fees. This was executed as follows:

- Out-of-home advertising: \$64,134
- Digital advertising: \$49,354
- Print advertising: \$34,852
- Social media advertising: \$30,000
- Production and agency fees: \$16,316
- Applicable tax: \$25,305

This campaign served as the first truly integrated campaign between two departments: University of Toronto Communications and Advancement Communications & Marketing. This campaign required a high degree of collaboration – both in terms of content creation and joint approvals – to ensure it was executed in a seamless manner.

MEASUREMENT AND EVALUATION

GOAL	RESULTS	OUTCOME
Raise awareness of the breadth and depth of U of T's entrepreneurship ecosystem	16 transit shelter ads placed in strategic locations produced 11,869,056 impressions.	The transit shelter ads included a shortlink to the landing page. 27% of the page's traffic came from direct search, suggesting that the TSAs generated significant awareness.
	14 U of T News stories generated a total of 15,500 unique page views.	Combined with the main homepage banner change, the integrated owned and paid campaign efforts led to a 13% increase in web traffic in 2018 compared to the same period in 2017.
	2 LinkedIn InMail messages sent to 10,288 users delivered 4,736 opens and a click-through rate of 2.85%.	The InMail open rate exceeded benchmarks by 50%, indicating that this channel generated a good base-level of awareness.
Drive interest and active engagement in U of T's entrepreneurship ecosystem	Digital banner ads produced 2,133,522 impressions with a click-through rate of 0.19%.	Click throughs significantly outperformed benchmarks, suggesting high interest from our target users.
	Facebook and Instagram ads generated 1,792,043 impressions, with an overall click-through rate of 1.5%.	While the click-through rates outperformed our media partner's benchmark, those in our target demographic had the highest click-throughs, confirming that our content strategy and approach to messages resonated with our target audience
	The 'This is the Place' Landing Page garnered 25,400 page views, with average time on site at 4:07.	Traffic to the landing page came overwhelmingly from the GTA and Kitchener-Waterloo region, which was consistent with the media buy. The average time on site indicated a high level of engagement with the site content.

UPS CANADA – My Life, My Choice

Entrant: Argyle Public Relationships	Division/Category: Division 1, 9: Advertising and Brand Communication
Organization: UPS Canada	Time period: August to December 2018
Entry title: My Life, My Choice – A Stress-free Holiday	
Your team members name (if applicable): From Argyle Public Relationships: Louis Payette, Ashley O’Connor; From UPS Canada: Steve Vitale, Murssal Akramy	
<p>Project description: The holiday season is stressful for everyone and the increase in online shopping has created a shift in consumers’ expectations of shipping companies – namely that their package(s) should be delivered safely and on time regardless of how close to Christmas Day the purchase is made. UPS Canada offers a solution to ease the anxiety associated with this time period through the use of their My Choice® app and Access Point™ locations. To grow national awareness with consumers of these two service offerings, Argyle teamed up with UPS Canada to create and execute a ‘Stress-free Holiday’ communications and advertising strategy that (1) influenced consumer behaviour to begin shopping earlier, (2) showed how UPS Canada cares about making people’s lives better and easier, and (3) increased adoption of both services.</p>	

THE BUSINESS NEED OR OPPORTUNITY

Founded in 1907 as a messenger company in the United States, UPS has grown into a multi-billion-dollar corporation by clearly focusing on the goal of enabling commerce around the globe. Today, UPS is a global company with one of the most recognized and admired brands in the world. It is the world’s largest package delivery company and a leading global provider of specialized transportation and logistics services. Every day, UPS manages the flow of goods in more than 200 countries and territories worldwide—including Canada.

UPS Canada has created solutions to improve customer service, including UPS My Choice®, a service that provides the consumer full control in deciding how, where and when deliveries occur to fit their schedule, and UPS Access of these solutions, resulting in low adoption across the nation.

For a brand that focuses on delivering peace of mind, the holiday season presented a key opportunity as the busiest and most stressful period of the year for both shippers and receivers. UPS had an opportunity to engage Canadians in conversations about holiday stress, and how UPS services could be a solution.

STAKEHOLDER ANALYSIS

Demographics: The primary audiences for the stress-free holiday campaign were Canadian online shoppers, with a “bullseye” target audience of those aged 18 – 54 years; individuals who represent 82 per cent of Canada’s digital buyers (Statista.com, 2018). These people are also most likely to be Amazon Prime members and therefore accustomed to near immediate delivery of online purchases (1-2 day expedited shipping).

Psychographics: Our key targets were active “deal finders” who prepare for the Black Friday and Cyber Monday annual shopping holidays. Convenience was the number one factor that makes online shopping attractive to this audience, preferring to avoid long check-out lines and crowds in store or at the mall.

Based on what we discovered about our target audience, we knew that our message would have the greatest reach and penetration with this group through online news, holiday period deal sites and social media platforms. We also knew that their attention spans would be short, and we would need to deliver our message succinctly, be contextual relevant in the “micro-moment” and be creative to compete for and attract their attention.

GOALS AND OBJECTIVES

Goal: Grow awareness for UPS Canada’s My Choice and Access Point Network by highlighting the impacts of holiday stress and how Canadian consumers can combat it with the help of UPS. To achieve this goal, Argyle implemented a brand communications and advertising strategy with the following objectives:

Objective	Targets
Awareness: Improve target public awareness of UPS My Choice and the Access Point Network, measured through news, digital media and paid advertising reach.	<ul style="list-style-type: none"> • Secure at least five (5) national media stories for an earned media reach of 1 MM impressions. • Improve reach by achieving 500,000 digital impressions for UPS branded content
Understanding: Improve target public understanding through engagement with UPS branded content.	<ul style="list-style-type: none"> • Achieve a higher level of social community engagement with UPS branded content, with an average engagement rate greater than 3%; as tracked through link clicks, video views, content shares or likes, and comments.
Action/behaviour: Get consumers to start their holiday shopping earlier and ease the process by joining UPS My Choice.	<ul style="list-style-type: none"> • Increase sign-ups for the My Choice app by 20,000 new users within the holiday campaign period, driven directly from our branded campaign assets. • Track how many of those sign-ups occurred in October and early November, as compared to previous year.

THE SOLUTION OVERVIEW

Argyle developed several strategies to connect with our target public and influence their behaviour: (1) Use research to reveal new knowledge about the unique anxieties of Canadian online shoppers, and to demonstrate UPS’s understanding of their needs; (2) Translate the research into emblematic stories of holiday shipping stress; (3) Place our communications where our audience was engaging online; and (4) ensure messaging was non-intrusive and contextually relevant.

Research: Argyle and UPS Canada commissioned a survey of 1,566 Canadians on holiday shopping habits. This study helped identify several audience insights around holiday shopping stress factors and pain points, and where online shopping plays a role in relieving some stress; if at all. Interesting nuggets from the research were pulled and turned into creative brand communications from newsworthy media stories, to branded content and advertising assets.

Insights included:

- One-third of Canadians find holiday shopping more stressful today than five years ago
- Canadians wish they had more of the following in the lead up to the holidays: money (69 per cent), energy (43 per cent) and time (42 per cent)
- If they had extra time during the holidays, Canadians would use it to spend more time with friends and family (62 per cent), followed closely by more “me time” (58 per cent)
- Three out of 10 survey respondents stated that early November is their typical start-time for holiday purchases

However, the most **important** consumer insight to fuel our campaign was that starting holiday shopping earlier this year seemed to be a common goal for Canadians.

Media Partnership: To achieve national reach with a local focus, Argyle and UPS Canada teamed up with Suite 66, a media outlet with national reach through online platforms which see high daily traffic volume from our target audience, to build and execute a creative branded content campaign that consisted of custom holiday stress articles on BlogTO and Best Health Magazine with research insights weaved throughout, Instagram contesting with their Toronto, Vancouver, Calgary and Edmonton dedicated @Curiosity accounts featuring a UPS driver and prizing that delivered peace of mind by helping to cover hefty holiday bills, and a digital advertising campaign on CheapOAir that encouraged holiday travelers to get their gifts delivered on time to UPS while they focused on getting themselves to their destination on time.

Brand Communications: To stand out during a time of increased content clutter, Argyle took audience insights from the research and developed branded content with a custom illustrative design. For UPS social channels, Argyle provided a small series of animations set to whimsical holiday music, each with a unique holiday stress tale: from tracking packages to last-minute shopping to reliable delivery to convenience of UPS Access Points. Argyle also translated interesting statistics into static illustrations used in the custom articles. Lastly, to deliver upon the brand promise of easing holiday stress, the team executed a playful holiday-inspired trivia contest, #12DaysofUPSGiveaways, with the brand's Twitter community. The contest surprised 12 winners—one per day for 12 days—with a random value Visa gift card ranging from \$250 to \$1,000 to help with holiday purchases, bills or stress by treating oneself to a spa day or other delights.

IMPLEMENTATION AND CHALLENGES

- a. **Spokesperson availability:** The holiday season is busy for everyone, especially UPS Canada personnel and UPS Store locations. For this reason, securing or holding time in spokespersons calendars for media engagements proved difficult, leading to missed opportunities with key national and local outlets. For the 2018 campaign, whenever possible to help mitigate against lost opportunities, UPS Communications Director Steve Vitale made himself available for media. For 2019 onward, Argyle and UPS plan to secure at minimum 1 UPS Store location for use in media interviews / b-roll news story footage and to assign back-up spokespeople to activate when there are conflicts with schedules.
- b. **Internal approval chain:** All UPS Canada activities are required to be reviewed and approved by UPS HQ in the U.S. Illustration was a new design approach for the brand, resulting in much longer than normal vetting periods to ensure on-brand accuracy and overall design aesthetics. Argyle mitigated this challenge by building additional turnaround time into the project timeline. As a result, UPS Canada became the first country organization to adopt this stylistic treatment for branded content.
- c. **Absence of benchmarks:** Due to the uniqueness of the holiday stress campaign, there was no previous brand communications or advertising strategy with which to compare activities or set targets. As such, the 2018 campaign would be responsible for establishing brand benchmarks to inform future holiday season strategies. By comparing how campaign content performed during the October to December timeframe in contrast to the brand's evergreen content, we would be able to ascertain per cent lifts in audience reach and engagement levels, per channel and per communication activity and/or advertising effort.

MEASUREMENT AND EVALUATION

Objective	Targets	Results
<p>Awareness: Improve target public awareness of UPS My Choice and the Access Point Network, measured through news, digital media and paid advertising reach.</p>	<ul style="list-style-type: none"> • Secure at least five (5) national media stories for an earned media reach of 1 MM impressions. • Improve reach by achieving 500,000 digital impressions for UPS branded content 	<ul style="list-style-type: none"> • 10 total media stories secured across multiple platforms including print, radio, TV and online. • Brand messaging reached an audience of 1.4 MM.
<p>Understanding: Improve target public understanding through engagement with UPS branded content.</p>	<ul style="list-style-type: none"> • Achieve a higher level of social community engagement with UPS branded content, with an average engagement rate greater than 3%; as tracked through link clicks, video views, content shares or likes, and comments. 	<ul style="list-style-type: none"> • Achieved an average engagement rate of 26.2% collectively across all brand channels for holiday stress campaign content and advertising activities. • Brand messaging reached an audience of 900,000 impressions collectively across all online channels.
<p>Action/behaviour: Get consumers to start their holiday shopping earlier and ease the process by joining UPS My Choice.</p>	<ul style="list-style-type: none"> • Increase sign-ups for the My Choice app by 20,000 new users within the holiday campaign period, driven directly from our branded campaign assets. • Track how many of those sign-ups occurred in October and early November, as compared to previous year. 	<ul style="list-style-type: none"> • Achieved 43,000 total new My Choice members during campaign period. An increase of 47% compared to 2017 results for the same time frame. • Of the 47 per cent overall increase, October through to mid-November saw a 34% increase as compared to 2017.

International Day of Older Persons – Advice to my younger self

Entrant: Patrick Casey	Division/Category: Division 1, 11 Community Relations
Organization: The Regional Municipality of York	Time period: February to November 2018
Entry title: International Day of Older Persons – Advice to my younger self	
Your team members name (if applicable): Catherine Vettese, Jennifer Mitchell, Samantha Sheppard, Melissa Pinto, Shane Russell, Ingrid Robers	
Project description: The Regional Municipality of York takes a trip down memory lane while celebrating and supporting seniors through an interactive, engaging and thoughtful exhibit that speaks to the way seniors have helped shape the people, places and things that make our diverse community so great.	

THE BUSINESS NEED OR OPPORTUNITY

[The Regional Municipality of York](#) is located in the heart of the Greater Toronto Area. Comprised of nine cities and towns, it provides service to 1.2 million residents and 51,000 businesses employing 620,000 people. York Region’s population growth from 2006 to 2011 was approximately 140,000 residents, making it the greatest among all of the Census data in Ontario and the third greatest in Canada. The Region’s population is estimated to increase to 1.79 million by 2041. Services include transportation services, transit, water, wastewater, solid waste management, policing, paramedic services, human and planning services. As York Region continues to grow, the needs of its residents continue to evolve.

[The Region’s 2015 – 2019 Strategic Plan \(WS#1\)](#) ensures York Region continues to meet the evolving and varying needs of its communities. Highlights of the plan include managing traffic flow, continuing to manage the Region’s growth and delivering high-quality programs to promote health and prevent injury.

In 2017, focus groups conducted by Corporate Communications revealed public understanding of the role, function and value of York Region, as compared to that of local cities and towns, is low. In fact, 75 per cent of respondents indicated they didn’t know they lived in a two-tier municipality.

To help improve brand awareness and understanding of the programs and services provided by York Region to residents, in 2018 the Regional Services Communications or [#loveyr](#) campaign was launched. 20 key global initiatives were chosen strategically because of their opportunities to infuse Council and organizational priorities into key messages and goals and connect residents to at least one or more of the Region’s core services.

Seniors play an important role in our families and in our community. According to 2011 and 2016 Census data York Region’s seniors population is growing faster than any other age group and by 2031 it is projected that 21 per cent of the Region’s population will be over the age of 65. York Region’s seniors are living longer and older seniors tend to have greater, more complex and costly health care needs. The growth in the number of seniors over 75 years of age will lead to a higher demand for Regional services, supporting the need to inform residents about services and programs directed at this growing population.

Through the [#loveyr](#) campaign, [International Day of Older Persons \(UNIDOP\)](#) (October 1, 2018) a United Nations initiative that aims to destigmatize the senior generation, was selected to connect residents with [York Region Seniors Strategy \(WS#1\)](#) that includes services provided for seniors, and to destigmatize the perception of seniors not being valuable members of the community. York Region saw the need to support and celebrate seniors, share the impact they have made on shaping the community and inform residents about the programs and services available.

In alignment with UNIDOP, *Advice to my younger self* was developed.

STAKEHOLDER ANALYSIS

Based on [2017 Environics Analytics \(WS#2\)](#) residents feel a strong connection to their community, maintain a healthy lifestyle and are trending towards heavy internet and social network usage. They prefer using mobile devices to surf the web. From this, audience profiles were selected for *Advice to my younger self*.

Core Demographic: York Region Residents	
Primary Audience (WS#2)	Affluent Print Readers, Young Suburban Families, Diverse Vaughan Families, Diverse Markham Families, Comfortable Print Readers, Local News Media Outlets
Secondary Audience (WS#2)	Diverse Mixed Media Users, Internal York Region Staff

GOALS AND OBJECTIVES

Goals:

1. Raise awareness of York Region’s [core services](#) and the role of York Regional Council and Council priorities
2. Support the corporation’s [Strategic Priority Area of Providing Responsive and Efficient Public Service \(Good Government\)](#)
3. Promote the good work York Region does to support seniors as they age within the community
4. Promote the services offered by York Region to seniors and their families to assist in the aging process
5. Acknowledge the contributions seniors make in our community each day and show appreciation through the theme of #loveyr – love our community, love our residents
6. Foster community pride among residents through content that encourages sharing of user generated content

Objectives

1. At least 100 qualified and relevant visitors at exhibit and booth within Mall display (Output/Outcome)
2. Exceed corporate benchmark of engagement via social media (2 per cent) and generate at least 25,000 social engagements (WS#5) (Output/Outcome)
3. Exceed corporate benchmark of 100 visits to a [campaign page](#) on [york.ca](#) with at least 250 visits (Output/Outcome)
4. Identify a social media influencer to assist in the promotion of the event and key messages to increase engagement (Output)
5. Increase earned media coverage from local media (Output/Outcome)
6. Exceed corporate standard engagements for media advisory, social media and internal communications (Output/Outcome)
7. Achieve above-average engagement on internal communications through internal news stories – more than 500 views based on corporate average (Output/Outcome)

THE SOLUTION OVERVIEW

As the seniors live longer than ever, it is becoming more important to inform residents about services available to help age in place while also destigmatizing their generation by celebrating the impact they have made on the community. The York Region [Seniors Strategy](#) acts as the guide for present and future planning to balance the needs of all generations. Through the implementation of specific areas of action and advocacy, the strategy will be brought to life. To connect the strategy to *UNIDOP*, we asked seniors at one of York Region’s [long-term care homes](#) “What piece of advice would you give to your younger self”. A thoughtful photo was paired with the words of wisdom at an in-mall gallery-style exhibit (WS#5) as well as

other tactics to outline Regional services that support seniors. Showing the grace, beauty and wisdom that comes with aging and providing the future of our community with inspiration, these 10 seniors have helped shape the people, places and things that make our diverse community so great.

Key messages included:

- York Region will support the health and well-being of our aging population through our [Seniors Strategy](#)
- Seniors are healthier and living longer than ever before
- The [Seniors Strategy](#) emphasizes planning, prevention and education to reduce and manage an aging population’s health-related demands
- The [Seniors Strategy](#) looks at adequate and accessible options for housing, transportation and support services to help seniors to age in place for longer in the future

Planning and Development

- An environmental scan determined where seniors congregate, specifically around the area of the Newmarket Health Centre, one of the Region’s long-term care homes. [Upper Canada Mall](#), with over eight million visits per year from York Region residents, was identified as a hub for the seniors community through their mall-walking programs, as well as for the target audience of 35-to-55-year old residents who are frequent shoppers **(WS#2)**
- A communication strategy was approved with a budget of \$8,500 and a comprehensive tactical plan was developed **(WS#3)**
- Recruitment of participant volunteers was conducted through partnership with the Newmarket Health Centre using specific criteria (health and wellness, willingness to participate, family consent)
- York Region influencer(s) were contracted to communicate our messages to an audience we would not ordinarily have access to or be able to infiltrate without assistance – most specifically targeted to decision makers, females, mothers and living in the southern York Region areas

IMPLEMENTATION AND CHALLENGES

Audience	Tactics	Timeline
York Region Residents, Affluent Print Readers, Young Suburban families, Diverse Vaughan & Markham Families, Comfortable Print Readers, Diverse Mixed Media users	<p>York.ca content (WS#5)</p> <p>A campaign page at york.ca/olderpersons was developed and contained information about:</p> <ul style="list-style-type: none"> • The York Region Seniors Strategy and the ways York Region is supporting seniors as they age • Links to key resources for families seeking information and supports for aging parents and for seniors themselves • Artistic photos and words of wisdom from residents of the Newmarket Health Centre <p>News Stories were developed to remind York Region residents about the ways York Region supports seniors as they age through the Seniors Strategy and other supports throughout York Region, specifically Public Health and Transportation</p>	September 2018 to October 2018
Young Suburban Families, Diverse Vaughan & Markham Families, Diverse Mixed Media Users, York Region Staff	<p>Social Media Content (WS#5) to</p> <ul style="list-style-type: none"> • Increase awareness about the campaign page • Invite guests to exhibit • Drive traffic to news story • Encourage resident engagement in social conversations 	September 2018 to October 2018
Young Suburban Families, Diverse Vaughan & Markham	<p>Influencer marketing to engage an audience outside of York Region’s social media followers and broaden reach to younger demographic of decision makers with the goal of engagement,</p>	September 30, 2018 to October 1, 2018

Families, York Region Staff	new content creation, brand status elevation and resident trust enhancement (WS#5)	
Internal York Region Staff	Internal Communications through: <ul style="list-style-type: none"> • Two news postings to York Beat (the Region’s internal communications portal and newsletter) to announce the exhibit, invite employees to attend gallery showings and encourage employees to participate in sharing words of wisdom (WS#4) • Lock screens on all corporate computers for one week leading up to the event date and then a week after to continue the conversation and encourage visits to the campaign page and in-office gallery (WS#4) 	September 2018 to October 2018
Local News Media Outlets	Local Media Engagement to further promote the work done by York Region to support seniors and share the stories of residents who have made a significant impact on the community (WS#5)	September 2018 to October 2018
Comfortable Print Readers, Diverse Vaughan & Markham Families, Affluent Print Readers, Young Suburban Families, Diverse Mixed Media Users	Photography Exhibit that showcased photographs and words of wisdom to their younger self provided by residents of the Newmarket Health Centre (WS#) as well as a custom-designed booth featuring services York Region provides to seniors as they age <ul style="list-style-type: none"> • Content from Mobility Plus, Paramedics Services, Public Health & Housing was shared in-booth • Upper Canada Mall, Newmarket Health Centre and York Region Administrative Centre (WS#5) 	Event Date: Monday, October 1, 2018

Challenge: Creating a campaign that would cross-pollinate different audiences and profiles while making an impact and achieving desired results.

Solution: Strong audience profiles and extensive research allowed us to break down barriers between multiple platforms and demographics, allowing us to communicate multiple messages to diverse audiences. Different messaging and tactics were targeted to different audiences to be best-received on a case-by-case basis. **(WS#2)**

Challenge: Gain media attention, secure attendance at event and secure media pick-up in Regional news when the story is about a subject that is often stigmatized. **(WS#5)**

Solution: Securing media is always a challenge, especially for an event in areas north of Toronto. To ensure on-site media and achieve a goal of regional media coverage, we sent out a media advisory more than a week in advance of the event, posted to york.ca, pushed the invitation through social media **(WS#5)**, posted it internally and made follow-up calls to key media partners. The three main targets for media *did* come to the event and wrote news stories as follow-up **(WS#5)**. We were also very careful to communicate the messages of the Seniors Strategy and campaign to show the value of the story to residents, ensuring the content was deemed as “newsworthy”.

Challenge: Seniors are often over-looked in society, stigmatized as “useless” or a drain on resources. We needed to destigmatize an often-challenging group of residents and show their true value while also offering support and services for those who are seniors or those who are supporting seniors.

Solution: Piggybacking onto an international celebration that celebrates seniors allowed us to have a greater platform to share our key messages and story. *Advice to my younger self* combined positive seniors messaging with corporate strategic priorities to work towards showing value in the seniors population while educating and informing residents about the good work the Region does to support seniors as they age. **(WS#5)**

MEASUREMENT AND EVALUATION

Measurable Objective	Output or Outcome	Results
At least 100 qualified and relevant visitors at exhibit and booth within Mall display	Outcome	138 qualified leads engaged with booth staff throughout event
Exceed corporate benchmark of engagement via social media (2 per cent) and generate at least 25,000 social engagements (WS#5)	Output & Outcome	32,724 social media engagements were achieved throughout York Region media channels and corporate benchmark was exceeded at 26 per cent engagement
Exceed corporate benchmark of 100 visits to a campaign page on york.ca with at least 250 visits (Output/Outcome)	Output & Outcome	Over 563 visits to york.ca/olderpersons was achieved, which is more than five times the corporate benchmark
<p>Social Media Influencer Engagement (WS#5)</p> <ul style="list-style-type: none"> Reach 20,000 Instagram accounts to promote both the Advice to my Younger Self exhibit and promotion of the GG Sister’s “Grandspiration” Facebook Live show in conjunction with <i>Advice to my younger self</i> program messaging 1,000 interactions with Instagram post 5,000 impressions on Instagram post Achieve at least 250 interactions during “Grandspiration” Facebook Live with the GG Sisters 	Output & Outcome	<ul style="list-style-type: none"> 24,036 Instagram accounts were reached through the GG Sisters promotions 1,200 interactions were achieved on Instagram 9,430 people were reached, there were 301 comments throughout the live show, 565 engagements and 677 clicks were achieved during the “Grandspiration” show
Increase earned media coverage from local media	Output & outcome	Earned media: Newmarket Today – Reach: 15,000 (WS#5) and Metroland Media (YorkRegion.com) – Reach: 42,000 (WS#5)
Exceed corporate standard engagements for media advisory, campaign page and social media (WS#5)	Output & Outcome	<ul style="list-style-type: none"> Media advisory received 20 per cent open rate and 1.75 per cent click-through rate, which is above the corporate average Campaign page achieved five times the corporate benchmark (100 users) at 563 users visiting the page
Achieve above-average engagement on internal communications (WS#)	Outcome	563 York Region employees clicked on the internal news stories, above the corporate average of 500 clicks per story and more than 25 people commented on the positive feelings they received from the campaign

“SUPPORT THE REPORT” Campaign for Increased Federal Research Funding

Entrant: Althea Blackburn-Evans	Division/Category: Division I, Category 12: Government Relations
Organization: University of Toronto	Time period: August 2017 to January 2018
Entry title: "Support the Report" Campaign for Increased Federal Research Funding	
Your team members name (if applicable): Jennifer Robinson, Jennifer Lanthier, Althea Blackburn-Evans, Chris Boutet, Erin Lemon	
Project description: From August 2017 to January 2018, the University of Toronto (U of T), one of the world’s top research-intensive universities, launched an advocacy campaign to support the recommendations by the Fundamental Science Review Panel to strengthen funding for higher education research in Canada. The campaign called for \$1.3 billion in new federal spending on research over four years. When the federal budget was announced in February 2018, it included the single largest investment in fundamental research in Canadian history – almost \$4 billion (CDN) in new funding for science over the next five years.	

THE BUSINESS NEED OR OPPORTUNITY

In 2016, the federal government commissioned an independent panel of experts, led by U of T President Emeritus David Naylor, to conduct a review of federal support for fundamental research in the country. Fundamental research is behind some of the most lucrative and life-saving discoveries, including the laser, vaccines and television. Federal granting agencies provide 33% of all the university’s annual research funding¹. With federal government support, U of T research has led to the discovery of insulin, touch screen technology, stem cell therapy and artificial intelligence.

In its report released in April 2017, the Fundamental Science Review Panel found that federal support for fundamental research has flatlined over the past 10 years, and federal investments in real per-capita funding for independent, or investigator-led, research decreased by 35% during the same period. The panel outlined several recommendations to improve the state of research in Canada, including the allocation of \$1.3 billion (CDN) in new federal spending scaled over four years.

As a research powerhouse with a strong track record in innovative research that has led to the improved health and well-being of Canadians, economic growth and job creation, U of T strongly supported the report’s recommendations and reinvestment in research as necessary for Canada to compete with other leading research-driven nations. Ahead of the 2018 federal budget, U of T launched an advocacy campaign from August 2017 to January 2018 calling for increased federal research funding, as recommended by the panel. The campaign complemented the broader “#supportthereport” national effort led by Universities Canada and the U15 Group of Canadian Research Universities.

STAKEHOLDER ANALYSIS

To influence the outcome of the federal budget, the campaign targeted key decision-makers in the federal government as primary audiences: Members of Parliament (MPs) and cabinet ministers.

Secondary audiences included influential U of T alumni, faculty staff, students and external partners (Canadian universities, research hospitals, non-profit organizations, etc.).

Audience	Analysis
<p>Primary:</p> <ul style="list-style-type: none"> • Members of Parliament (MPs) • Cabinet ministers 	<ul style="list-style-type: none"> • The Liberal Party of Canada holds a majority government with 184 of 338 MPs holding seats in the House of Commons: 52 women, 132 men; 78 MPs reside in Ontario. • 35 cabinet ministers: 17 women, 18 men, including Science and Sport Minister Kirsty Duncan. • 62 MPs have a business/entrepreneurial background with an interest in job creation and economic growth. A well-funded research and innovation ecosystem will attract the best researchers and make Canada a magnet for knowledge-intensive multinational companies. • The Liberal Party believes the previous Conservative government’s cuts to funding has “severely damaged the federal government’s capacity to do their job” and believes “investments in research, technology and innovation are investments in Canada’s success⁴.” To remain a destination for global research talent, Canada needs a healthy and vibrant research system, which includes stable and predictable support for world-class research. • Liberal MPs were targeted because Min. Kirsty Duncan said the Liberal government is unlikely to act on full set of the panel’s recommendations. • Federal support for research and development makes up less than 25% of total spending, making Canada an international outlier.
<p>Secondary: Influential U of T alumni, faculty, staff and students</p>	<ul style="list-style-type: none"> • U of T has more than 500,000 alumni, 14,332 faculty, 7,068 staff and 19,187 graduate students – many with strong ties to the broader Canadian research community.
<p>Secondary: External partners</p>	<ul style="list-style-type: none"> • Universities Canada: represents 96 universities in Alberta, British Columbia, Manitoba, New Brunswick, Nova Scotia, Newfoundland, Ontario, Prince Edward Island, Quebec, Saskatchewan. • U15 Group of Canadian Research Universities: University of Alberta, University of British Columbia, University of Calgary, Dalhousie University, Laval University, University of Manitoba, McGill University, McMaster University, Université de Montréal, University of Ottawa, Queen’s University, University of Saskatchewan, University of Toronto, University of Waterloo, Western University. • University Health Network: Toronto General Hospital, Toronto Western Hospital, Princess Margaret Hospital, Toronto Rehab Hospital, Michener Institute; 6 Research Institutes based within UHN hospitals: Krembil Research Institute, McEwen Stem Cell Institute, Princess Margaret Cancer Centre, Techna Institute, Toronto General Hospital Research Institute and Toronto Rehabilitation Institute. • Science & Policy Exchange: non-profit advocacy group run by graduate students and post-doctoral fellows in Montreal. Its mission is to foster the student voice in evidence-based decision making, and to bring together leading experts from academia, industry and government to engage and inform students and the public on issues of science and policy.

⁴ [2015 Federal Election Questionnaire, Evidence for Democracy](#)

GOALS AND OBJECTIVES

The goal was to increase federal government funding for fundamental research, as recommended in the panel’s report (\$3.1 billion over four years), and state the case for the need for the Liberal government to implement the panel’s 35 recommendations. The objectives were to:

- **Increase awareness** of the importance of fundamental research and U of T’s contributions on U of T channels by publishing five news stories, posting 50 social media items, and two op-eds and one article in major media outlets.
- **Increase online engagement** and contribute to the larger #supportthereport conversation, reaching 1-2% overall engagement on @UofT and @UofTNews Twitter accounts.
- **Engage the U of T community** to call for significant federal investment in fundamental research by sending 5,000 prepaid and signed postcards to Min. Duncan, having 5 to 10 top U of T researchers share content on their social channels, and attract 200 people to attend an on-campus event celebrating the value of research.

THE SOLUTION OVERVIEW

A review and assessment of U of T communications channels found that the secondary target audiences – current students, alumni, staff, faculty, researchers and government/health-care partners – actively follow the university’s @UofT and @UofTNews Twitter accounts, with 77% of followers residing in Canada. Top interests for the @UofTNews audience include business, news, politics, and current events. The decision to implement a sustained, multi-channel strategy to engage with target audiences under the national #supportthereport hashtag was based on these findings. The preference for online content also drove the decision to build a dedicated U of T website for audiences to read more on the topic. The campaign leveraged the breadth and depth of key influencers within the research community – targeting high-profile U of T researchers, graduate students and industry partners – to actively engage and effectively influence the opinions of MPs and cabinet ministers.

The key messages were based on research gathered as part of the Universities Canada communications strategy⁵. The advocacy campaign ran from August 2017 to January 2018⁶, leading up to the federal budget announcement.

Key Messages

- Investing in fundamental science is essential to drive innovation, create economic growth and ensure the well-being of all Canadians. Now is the time to invest in Canada’s future.
- U of T applauds the Canadian government’s support for cutting-edge research initiatives in recent years, but it believes a commitment to stable, long-term funding is necessary for Canada to compete with other leading research-driven nations.
- As Canada’s leading research-intensive university, U of T strongly agrees with the panel’s position that fundamental research leads to new companies, socially innovative programs and medical technologies – advances that create good middle-class jobs and foster economic growth.
- U of T believes that the panel’s report provides a sensible, affordable and comprehensive roadmap for a multi-year reinvestment in Canadian research, which is on the verge of decline.

AUDIENCE	TACTICS	TIMELINE
Members of Parliament and cabinet ministers	<ul style="list-style-type: none"> • At a series of events on campus, obtain signed #supportthereport postcards to Min. Duncan. • Share and promote photos of postcard events on social media channels to boost content, tag users. 	October 4 to December 14, 2017

⁵ See Universities Canada Communications Strategy, pages 1-2, in Work Sample 2: Research Summary

⁶ See Work Sample 3: Tactical Plan

	<ul style="list-style-type: none"> Pitch op-eds to major media outlets on the need to increase fundamental research funding. 	
Influential U of T alumni, faculty, staff and students	<ul style="list-style-type: none"> Publish news stories and video content to share on U of T central social channels. Encourage and showcase advocacy efforts by U of T faculty, staff, students and researchers using the #supportthereport hashtag. Develop a “Support the Report” website to educate alumni, staff, faculty and students. Achieve an attendance of at least 200 people at “Celebrating the History of Innovation at U of T” event (November 15, 2017) to bring attention to the report and its importance to Canadian research; share photos on social media channels to amplify content. Have 5-10 top U of T researchers share content on their social channels. 	August 17, 2017 to January 31, 2018
External partners	<ul style="list-style-type: none"> Share and support advocacy content from universities, Universities Canada, U15 and other organizations to demonstrate unity. 	August 1, 2017 to January 31, 2018

IMPLEMENTATION AND CHALLENGES

The total budget for the campaign was \$3,335. This included a \$435 service subscription to embed a #supportthereport social media feed on the U of T website, and \$2,900 for the design and printing of 9,000 prepaid postcards. At the time of the advocacy campaign, there was a lack of awareness among target audiences – MPs, U of T alumni, faculty, staff and students – on both the importance of fundamental research support and the panel’s report calling for reinvestment in research funding. Research funding is not seen as a key “bread and butter” political issue, and the challenge was to engage with audiences, underscore its impact, and actively influence public opinion. A secondary challenge was to educate the primary and secondary audiences on a limited budget about the value of research, and the need for increased funding.

MEASUREMENT AND EVALUATION

In February 2018, Prime Minister Justin Trudeau’s Liberal government heard the strong and united message from Canada’s research community on the importance of investing in the future of Canadian research and announced the single largest investment in fundamental research in Canadian history⁵ – almost \$4 billion (CDN) in new funding for science over the next five years. The campaign successfully attracted and engaged with high-profile U of T researchers, students and industry partners who amplified and delivered messages on the importance of research funding to MPs and cabinet ministers⁷

OBJECTIVE	TARGET METRIC	ACTUAL METRIC	OUTCOME
Increase awareness of the importance of fundamental research and U of T’s contributions	Publish 5 U of T News stories, total 5,000 unique page views 1 video, total 1,000 views 50 social media posts	16 U of T News stories, total 16,498 unique page views 2 videos, total 13,534 views 69 social media posts reached 1.7 million	Increased awareness among target audiences Content shared by high-profile researchers, students and industry partners

⁷ [Canadian science wins billions in new budget, Nature](#)

OYATION AWARDS

	2 op-eds and 1 article in major media outlets	people, generating 2.4 million impressions 3 op-eds and 1 article in outlets including <i>The Globe and Mail</i> and <i>Toronto Star</i>	
Increase online engagement and contribute to the larger #supportthereport conversation	1-2% overall engagement rate on @UofT and @UofTNews Twitter accounts	1.65% overall engagement rate on @UofT and @UofTNews Twitter accounts	Contributed content towards #supportthereport conversation and achieved benchmark engagement rate
Engage the U of T community to push for federal investment in research funding and demonstrate unity	Have 5,000 postcards signed and sent to Min. Duncan Have 5-10 top U of T researchers share content on their social channels Achieve an attendance of at least 200 people at "History of Innovation" event	7,500+ postcards signed and sent 40+ faculty shared content on their social channels 7 250 people attended on-campus event	Federal government announces almost \$4 billion (CDN) in fundamental research funding over five years Showcased advocacy efforts by the U of T community

“DO YOU KNOW IF THIS REAL?” – Managing Communications at Sunnybrook during Yonge Street Van Attack

Entrant: Communications & Stakeholder Relations (CSR) department	Division/Category: Division I, Category 14: Issues management and crisis communication
Organization: Sunnybrook Health Sciences Centre	Time period: April to September 2018
Entry title: “Do you know if this real?”: managing communications at Sunnybrook during the Yonge Street van attack	
Project description: Sunnybrook is Canada’s first and largest trauma hospital. The clinical expertise of its staff, combined with its location in north-east Toronto, put it at the centre of the city’s largest mass casualty incident (MCI) in 2018: the April 23 Yonge Street van attack, a tragic incident that garnered intense local, national and international media interest. Communicating with staff, patients and family members, the media and the general public during a high-profile MCI presents unique challenges and opportunities.	

THE BUSINESS NEED OR OPPORTUNITY

As the closest major trauma hospital to the scene of the April 23, 2018 Yonge Street van attack in Toronto, Sunnybrook received and treated many of the most seriously injured victims. As a result, the hospital activated its largest-ever Code Orange, a relatively rare occurrence.

A Code Orange means that a disaster or mass casualty incident (MCI) is in progress, and that a surge of patients is expected. Activating a Code Orange ensures that all resources of the hospital (along with external agencies) can be effectively and efficiently deployed. While the MCI response may begin in the emergency department, it has great potential to affect the entire organization.

At 1:48pm, an overhead announcement was made through the hospital’s P.A. system, indicating that a Code Orange had been activated, that it was not a drill, and to stand by for more information. Patients started arriving from the scene just seven minutes later.

Sunnybrook received 10 critically-injured patients in under 30 minutes. The hospital was at 111% capacity that day, meaning that 34 patients were waiting for a bed to become available on a nursing unit in order to be admitted. In the emergency department, six stroke patients, plus an unrelated trauma, had already come in that morning.

Prior to these this large-scale Code Orange, the Communications & Stakeholder Relations (CSR) team had taken part in mock incident exercises, and a Code Orange policy exists in the organization, outlining the roles of all departments if a Code Orange should be activated.

Our department does not keep a specific document or formal crisis communications plan. We experience a high volume of crisis situations, and past experience has shown us that in a crisis, nothing ever goes to plan. Rather, we have a solid understanding of the role we play, both on a regular day and during a crisis situation, and we maintain very strong relationships with hospital leadership, other staff from departments across the hospital, external partners and the media.

STAKEHOLDER ANALYSIS

Staff: With over 10,000 staff, students and volunteers working at the hospital, it was essential to ensure that staff was aware of the Code Orange, and that they understood how it impacted their job tasks, the functioning of their department and the hospital as a whole.

Media: There was immediate and intense local, national and global interest in the April 23 van attack and subsequent Code Orange. As laid out in the hospital's Code Orange policy, the CSR team is responsible for providing timely and accurate information to the media during mass casualty events. Media began gathering outside of our emergency department shortly after the attack.

Patients and families: Sunnybrook initially received 10 patients from the scene of the van attack. Patients arrived at the hospital in critical condition, unable to identify themselves, so many family members and friends called or came to the hospital searching for information. Some patients remained unidentified until the following day, adding to the level of uncertainty.

General public: The community is looking for a way to connect with your organization during a tragedy. A large number of people from the general public called the hospital, including bystanders who had helped at the scene, in hopes of finding out more information. People were coming to the hospital for reasons unrelated to the Code Orange, such as medical appointments or visiting other patients, and needed to be aware of how the hospital's operations were impacted.

External organizations: Community partners involved in the van attack included first responders such as police, paramedics and firefighters. Other hospitals in the GTA received existing patients that we had to transfer out to make room for the surge of trauma patients. Lastly, government officials from the city and province, including the Ministry of Health, needed to be kept in the loop.

GOALS AND OBJECTIVES

Goals:

- 1) Keep stakeholders informed with timely and accurate information during and after the Code Orange, including staff, the media, patients and family members and the public.
- 2) Convey our organization's core values of compassion, leadership and teamwork.

Objectives:

- 1) Gather information from across the hospital by attending the Hospital Emergency Operations Centre (HEOC), listen to what people were discussing, and determine which information was relevant to share with internal and external audiences.
- 2) Establish our website, intranet and social media accounts as the sources of timely and accurate information for both internal and external stakeholders.
- 3) Select spokespeople who could convey compassion in interviews, then hold one-on-one media interviews in a familiar location where the spokespeople felt comfortable

THE SOLUTION OVERVIEW

Staff communication strategy: After the overhead Code Orange announcement, we immediately updated our intranet (known as Sunnynet) with relevant information for staff. The site sees heavy traffic (17,000 visits per day) because it includes functions that are essential to many staff members' job tasks, including paging, scheduling and lab results, making it an effective way to reach many staff.

We drafted several organization-wide emails which were sent out by our Vice President, Communications & Stakeholder Relations, within an hour of the Code Orange. Two further email updates followed at 4:26pm and 7:06pm. We also drafted a supportive thank you message from our CEO, which was sent out to all staff at 8:03pm. More organization-wide email updates followed throughout the week.

During the Code Orange, the HEOC was opened immediately to initiate communication across the hospital. Representatives from departments across the organization, including CSR, reported to the command centre in person or via teleconference to determine the most appropriate crisis response strategies. Our role as communicators in the HEOC is primarily to listen to what's being talked about, filter which information our different stakeholder groups need to know, and determine the best tactics to get the right information to the right people.

Staff communication tactics: Establishing Sunnybrook’s website, intranet and social media accounts as sources of timely & reliable information during the crisis; sending organization-wide emails; attending and listening to information presented in HEOC meetings; facilitating walk-arounds by Senior Leadership team to visit and thank staff in the emergency department, critical care and intensive care units.

Media relations strategy: The underlying traits of your organization are put on display during a crisis. Sunnybrook takes pride in its culture of teamwork, leadership, innovation and compassion, and we wanted to see that conveyed in the media.

To achieve this, we used multiple spokespeople from areas across the organization, including the CEO, chief medical officer, a trauma doctor, an anaesthetist, a trauma team leader, several nurses from the emergency department and the critical care unit, social workers and chaplains. We didn’t necessarily follow an organizational hierarchy when asking for spokespeople – instead, the highest priority was that they were able to convey compassion during interviews.

When selecting a location for the interviews, we chose an environment where the spokespeople felt comfortable (trauma nurses we interviewed in the trauma room, the chaplain was interviewed in the chapel, etc.) rather than a meeting room or a sterile auditorium for a press conference. We did this because we felt that otherwise, the interviews wouldn’t have sounded as genuine.

Our key messages for media included:

- The hospital has worked over the years to prepared for such scenarios, and we are well equipped to deliver excellent patient care to a large number of critically injured patients
- Sunnybrook delivers compassionate, life-saving care when it matters most
- The number of patients we received from the scene and their conditions
- There are specific phone numbers or locations people can call or visit to find out more information about people who may have been injured
- The hospital is still open, with some restrictions (such as limited vehicle access to the campus and the emergency department being on lockdown)
- Members of the general public could save a life by learning how to prevent someone from bleeding to death after a life-threatening injury

We have developed close relationships with journalists from many media outlets over the years, which we leveraged during the Code Orange. The morning after the April 23 van attack, we invited trusted journalists from two national media outlets (Globe and Mail and Toronto Star) into the HEOC while it was still in operation (40 staff in the room, plus 20 more on the phone), an unprecedented level of access that gave them a full picture of how a Code Orange impacts every area of the hospital.

We also pitched our trauma program’s Stop the Bleed classes to media, which we believed enhanced the story they were trying to tell. The Stop the Bleed program teaches members of the general public how to stop someone from bleeding to death after a serious injury.

Media relations tactics included: drafting and distributing multiple updates on our website and social media accounts; holding an impromptu news conference on April 23 outside of the emergency department with Dr. Dan Cass; facilitating 16 one-on-one interviews with a variety of spokespeople; coordinating media interviews and responding to over 100 media calls and pages that week related to the van attack; providing email and telephone updates to media; pitching the Stop the Bleed story to media.

Digital/social media strategy: We established our website, sunnybrook.ca, and our Twitter account, @Sunnybrook, as sources of timely, reliable information for all external stakeholders, including media. Even if we had no new information to give media when they called or emailed our office, we advised each journalist to check our website and Twitter account regularly for updated information.

On the evening of April 23, the social media team used Twitter, Facebook, Instagram and LinkedIn to post messages of thanks and support to other first responders and organizations involved by using the hashtag #TorontoStrong, and to maintain a two-way conversation with members of the public and the media. Social posts linked back to our website as the main source of information.

Digital/social media tactics included: posting update messages; posting and sharing messages of thanks and support; replying to comments on social media; social media monitoring and reporting.

Patient & family communication strategy: We posted messages on social media and on our website directing concerned family members to call the hotline set up by the Office of the Patient Experience (OPE) if they were looking for information regarding a specific person. This information was picked up by media and reported in multiple news stories and as a result, we received more than 500 calls in 48 hours.

Several days after the Code Orange, members of the CSR team connected with patients who had been injured in the attack and their families. When possible, we met with them in-person to answer any questions and gave them an accompanying letter, which provided advice on handling media requests.

Patient & family tactics included: posting contact information on our website and social media; in-person media consultations with patients and families.

External organizations: We received inquiries from many other healthcare organizations and government officials immediately after the van attack, either offering assistance or looking for updates.

External organization tactics included: Facilitating visits from Mayor John Tory and Premier Kathleen Wynne the night of April 23; sharing updates via our website and social media accounts.

IMPLEMENTATION AND CHALLENGES

Protecting patient privacy was our biggest concern. We advocated for the best interests of the patients when it came to releasing new information, and balanced the general public's and the media's need to know with their right to know. We provided accurate and timely updates on our website and social media channels, but only when necessary. We didn't always share every update we had – we did sometimes hold back information that could have compromised patient privacy or staff safety.

We received reports from staff in the critical care and intensive care units that journalists were entering the areas unaccompanied, trying to surreptitiously interview family members and friends of the patients. To try and mitigate this, we coordinated 16 one-on-one interviews with various media outlets, and even gave an unprecedented level of access to HEOC and trauma room to two media outlets on April 24, less than 18 hours after the attack. Doing this was a calculated risk, but we have found that you don't always have to follow the "safest" path during a crisis. In this case, the risk paid off, and the media coverage focused on the calm, organized response of the hospital, rather than chaos.

On April 23, a rumour began on social media that the hospital urgently needed blood donations, which was then reported by mainstream media. People began showing up at the hospital, even though we have no capacity to accept blood donations. We posted messages on Twitter to address incorrect information as quickly as possible (i.e. asking people to contact Canadian Blood Services in order to donate blood).

Despite asking nearly a dozen different people to act as spokespeople, we still received feedback from other staff members who felt they should have been included. To include the perspectives of more staff members, we produced a multi-page cover story for the Fall 2018 issue of Sunnybrook Magazine (which has a circulation of approximately 100,000) which shared the Code Orange experiences of six more staff.

The communications response to this crisis was achieved with no additional budgetary requirements. The CSR team has a 24/7 on-call schedule that rotates in two-week blocks among team members, which covered any work that needed to be done outside of business hours during the crisis.

MEASUREMENT AND EVALUATION

While we do not subscribe to a paid media monitoring service, we do know that on April 24, the day after the van attack, there were 136 mentions in media outlets across Canada alone (tv, print and radio) of Sunnybrook's role in treating the victims. This included dozens of national and international media outlets, such as CBC's 'Metro Morning' and 'As it Happens', Canadian Press, Globe and Mail, Toronto Star, National Post, Toronto Sun, La Presse Montreal, BBC World Tamil Service, Global News, CBC News, CTV News, Macleans Magazine, Post City Magazine and Toronto Life.

After pitching the Stop the Bleed program, we saw a spike in visits to their webpage to around 300 unique page visits, up from less than 10 unique visits the previous month. The April and May sessions then sold out (the previous three sessions had only been half full), and we saw an increase in requests for private sessions for organizations and high school students. We produced a podcast episode called "When the Unthinkable Happens" (sunnybrook.ca/podcast), which included interviews with staff about the Code Orange response and followed along as members of our trauma team ran a private Stop the Bleed session with Blue Jays staff at the Rogers Centre. The episode has had 251 listens.

On social media, our impressions from updates on Twitter totalled 684,311, with an additional 661,891 impressions from our #TorontoStrong post on Twitter, Instagram, Facebook and LinkedIn, for a **total of 1,346,202 combined impressions.**

During the month of April 2018, we saw 42,000 profile visits and 707 new followers on Twitter, a significant increase from our monthly average of 12,500 visitors and 250 new followers. The page we posted Code Orange updates on sunnybrook.ca saw 12,026 total pageviews on April 23 (compared to just 438 total pageviews two days later, on April 25).

MARKHAM: A Leader in Digital Democracy

Entrant: Michael Blackburn	Division/Category: Division 1, 17: Government Communication Programs
Organization: City of Markham	Time period: February to November 2018
Entry title: 2018 Municipal Election	
Project description: The City of Markham – Canada’s most diverse and 16th largest city – has been a leader in digital democracy in North America since 2003 and continues to strive to provide barrier-free, accessible and convenient access to exercising your right to vote. In the 2018 Municipal Election, the City offered a new and unique multi-channel election model that was supported by an exceptional multi-media communications strategy. The results: the highest overall voter turnout in decades, the highest early voter turnout on record and the highest online voter turnout in Markham’s history!	

THE BUSINESS NEED OR OPPORTUNITY

Since 2003, the City of Markham, Ontario, Canada, has been a leader in digital democracy in North America – offering online voting to eligible voters in five municipal elections as part of its multi-channel service delivery strategy. Markham is the largest lower-tier municipality in the country to offer online voting and was one of 194 municipalities providing this option during the 2018 municipal elections in Ontario.

Markham offered a new election model in 2018, providing increased accessibility and convenience to voters with more hours to vote than ever before. Voters in Markham were able to cast their ballot online anywhere, anytime during Voting Days (October 12-22) using a desktop, tablet or mobile device. The traditional paper ballot option was available during the Early Voting Period (October 12-19) at any Voter Assistance Centre across the City. This was also the first time that only online voting was available on Final Voting Day, either in person at any Voter Assistance Centre using an election tablet or remotely at your convenience (October 22).

The City’s innovative 2018 election model was shaped by Markham’s strategic plan, academic research, rigorous testing, extensive post-vote feedback from voters and more (*see Work Sample # 1 – Summary of Strategies & Research*).

For the upcoming election, Markham Election HQ staff needed to:

- Inform our ethnically diverse community about the municipal election;
- Distinguish the municipal election from the recent provincial election that had occurred in June;
- Get eligible voters to check and make sure they were on the Municipal Voters’ List;
- Educate eligible voters about the new convenient and accessible election model and the online voting process; and,
- Provide access to valuable, timely and accurate information so voters could make informed decisions.

Over the course of the campaign (June - October), our team set out to educate the public with its most robust and creative election communications and community engagement strategy that encouraged more people than ever before in Markham to exercise their right to vote at the municipal level, with an emphasis on online voting. Participation in the multi-channel voting program would have a significant role in shaping Markham’s future as we were expecting at least 50% council turnover, and significant participation in online voting would support the City’s reputation as a leader in digital democracy in North America.

STAKEHOLDER ANALYSIS

As Canada's most diverse city with approximately 355,000 residents, about half of the population from outside the country, and nearly 60% of residents speaking a first language other than English, this made the communications strategy much more complex to our primary audience of eligible voters. To be an eligible voter, you must be a Canadian citizen, 18 years of age or older, a resident of Markham (or have non-resident eligibility) and not be prohibited from voting by law.

Of the 1,612 online voters who participated in a post-vote survey in 2014, 30.99% stated the main reason they did not vote in the past was because they were too busy and 76.86% cited convenience as the main reason for casting their online ballot in the 2014 municipal election. Among those casting their ballot in the 2014 election, eligible voters aged 35-64 (68.98%) were among the highest to choose the online option, were highly educated and almost equally male (51.69%) and female (48.31%). Additionally, 384 paper ballot voters were surveyed. Of this sample, 86% of respondents wanted to have the option to vote online, citing convenience and accessibility once again as key factors. A secondary audience for this campaign was the 111 registered candidates who displayed varying levels of understanding of government, political experience and favourability for our Council-approved online voting option (*See Work Sample # 2 – Relevant 2014 Survey Results*).

GOALS AND OBJECTIVES

The overarching goal of this campaign was to educate and inform eligible voters about the election and equip them with the tools to exercise their right to vote with a primary focus on encouraging voting online.

Objectives:

- Achieve 12,000 web page views specific to the Municipal Voters' List prior to Voting Days;
- Attend at least 35 community events/community group workshops from June to October to engage voters about the 2018 election model;
- Increase early voter turnout from 2014 by 15% in 2018;
- Maintain, if not exceed, Markham's 2014 overall voter turnout rate of 37.1% in 2018;
- Get 60% of voters to cast their ballot online during the 2018 election;
- Achieve three neutral-to-positive news articles or segments in local/ethnic media based on Markham's; election model (not candidate coverage) from June to November;
- Increase online voter survey participation from 2014 by 15% in 2018; and,
- Increase online voter user satisfaction rate from 2014 by 3% in 2018.

THE SOLUTION OVERVIEW

With so much information to convey to an extremely diverse audience, the Election HQ staff decided that targeted messaging in two phases would be most effective, after the provincial election ended on June 7, 2018. This would help us avoid voter exhaustion and voter confusion.

Our innovative approach would include a mix of traditional tactics and new/digital tactics to ensure our entire voter base was engaged and informed, regardless of age, background, digital literacy or access to the internet. Tactics were also selected based on the 2014 post-vote survey that illustrated where eligible voters heard about the previous election.

It was important to simplify government jargon, use accessible language and translate key voter information into the top six languages spoken in Markham: Traditional Chinese, Simplified Chinese, Tamil, Urdu, Farsi and Punjabi (2016 Census). Due to limited resources, the City only translates key voter information for election purposes and emergency information for safety purposes to residents (*See Work Sample # 3 – Examples of Key Voter Information that was Translated*).

Based on restraints of Markham’s old corporate website and its outdated look and feel, a contemporary dedicated election website was launched in May 2018, prior to the start of the campaign. This decision was made to allow staff to make real-time updates to web content (our corporate site can take up to an hour to update), to provide a seamless and enjoyable user experience and instill confidence in voters when deciding if they should vote online (our old website was hard to navigate and searches sometimes returned irrelevant results) (*See Work Sample # 4 – Dedicated Election Website*).

Integral to our success was leveraging relationships with two of our internal partners: Markham Public Library (MPL) and the Contact Centre who broadcast our messaging and authentically engaged exponentially more voters. MPL hosted various Candidate Meet & Greets to connect voters with their candidates in a face-to-face settings. They also hosted civic-themed story times, helping foster lifelong voting habits in kids while simultaneously engaging their guardians who may be eligible voters. The Contact Centre acted as our Voter Assistance Helpline, fielding inbound inquiries and complaints that allowed us to adjust messaging and resources in real-time if needed, and provided language support in 150+ languages.

Phase 1: Voter Awareness, Education & Engagement

This phase focused on educating eligible voters about the various elements of the election and getting them to check and make sure they were on the Municipal Voters’ List. It primarily ran from June 11 until the day before voting started (October 11).

Understanding that many voters had never cast a ballot online, we produced a demo ballot that was an exact replica of the actual online voting platform. We brought this to community events, places of worship, seniors groups, other community organizations and had staff at our libraries and Contact Centre equipped with it. It gave people a hands-on experience of the online voting process and helped voters feel confident to vote online. For the first time, we also offered an online voter lookup/registration tool, along with approximately 30 in-person opportunities to get yourself on the voters’ list to further decrease the potential for lineups at our Voter Assistance Centres and get the demo ballot in the hands of eligible voters.

Key messaging:

- Check and make sure you are on the Municipal Voters’ List using our easy-to-use online tool.
- If you were on previous provincial or federal voters’ lists, it does not mean you are on the Municipal Voters’ List.
- One person. One vote. It’s the law.
- In order to vote, you must register or verify your information on the Municipal Voters’ List.
- Vote online anywhere, anytime from a desktop, tablet or mobile device from October 12-22.
- Vote in person using a paper ballot at any Voter Assistance Centre across Markham.
- Skip the lines. Vote online.

These messages were communicated through markhamvotes.ca, an insert in the final tax bill mailed to all property owners, floor decals, posters and banners at community centres, Public Service Announcements, email marketing, flyers, swag (magnets, pens, buttons, etc.), paid/organic social media, “How to Vote Online” instructional video, out-of-home assets (billboards), informational handouts, Candidate Meet & Greets, ethnic media ad buys, video commercials at City facilities, providing all candidates with digital and print assets to share, etc.

Phase 2: Vote Now

This phase focused on encouraging eligible voters to take action and vote. It also focused on the convenience and accessibility of voting from wherever you were reading the message. It ran from 10 AM on October 12 until 8 PM on Final Voting Day on October 22.

Key messaging:

- Voting online is quick and easy.
- Skip the lines. Vote online now anywhere, anytime until October 22.
- There are no paper ballots on Final Voting Day.
- Do you have your Voter Information Package (VIP)? If not it means you are not on the Municipal Voters’ List. You need to be on the list to vote.

The messages were communicated through markhamvotes.ca, email marketing, ad buys in local newspapers displaying all key voter information for those without the internet, robocalls, paid/organic social media (View Work Sample # 5 – Vote Online Now Video), radio ads in multiple languages, radio traffic tags during rush hour, geo-targeted online advertising on Markham’s #1 online news source, mobile signs, billboards, Contact Centre on-hold messaging, leveraging the candidates once again to share information and more.

IMPLEMENTATION AND CHALLENGES

Having a lean team of only two communicators dedicated to the project in a short four-month timeframe leading up to the election meant that prioritizing tasks and being agile was key to our success. With a modest budget of \$30K, creativity and strategic planning was of utmost importance. As with most projects, both planned and unplanned issues arose:

A looming Canada Post strike: This meant that Voter Information Packages (VIPs) containing Online Voting PINs and key voter information needed to go out much earlier than planned, which increased likelihood of voters misplacing them. Our team planned for the worst and hoped for the best. If the strike occurred, a process would be implemented to email VIPs within 72 hours of receipt of an online or paper request. Multiple staff across the organization were trained to fulfill projected increased demand just in case. For those without the internet, requests could be processed in person at City Hall or any library branch.

Last Minute Changes to Legislation: This election was the first time that voters in Markham would vote for a Regional Chair. In the middle of Phase 1 of our campaign, the Province amended the *Municipal Elections Act, 1996*, removing Regional Chair from the ballot. Although this change drew lots of attention to municipal elections across the Province, it also caused a lot of confusion and anxiety for voters. While this legislation was awaiting royal assent for implementation, we had to work diligently with our paper ballot vendor and online voting platform vendor to decide how to proceed if we needed to delete the candidates from our ballots.

Rumours & Fear Mongering: Our staff had to manage various rumours about the security of online voting and the possibility of voter fraud. It was important to listen to these concerns and provide accurate and factual responses that would alleviate concerns caused by misconceptions, rumours and fear mongering by candidates. These messages needed to be reinforced to all candidates, the media of which they were contacting on a continual basis and the general public. The concerns being raised were not just symptomatic of online voting, and could occur with other voting methods as well.

Translations: With such a diverse voter base, it was important to translate key voter information and make these resources available on our website. With translations come risk. Our first translation vendor did not provide quality and timely translation which began to impact our timelines. We switched to a new vendor who provided guarantee of quality control by explaining various levels of quality assurance that they followed. Unfortunately this was not the reality as a translation occurred, which when translated, could be interpreted as extremely offensive. As a result, all translated content was pulled temporarily. An internal quality assurance process was promptly implemented where the new vendor provided content that would be reviewed and approved by City staff who spoke the language. They would review the

content for accuracy and confirm nothing was offensive. They would not change words due to preference (we wanted to avoid the “Semantic Olympics”).

MEASUREMENT AND EVALUATION

Objective	Results
Get 60% of voters to cast their ballot online during the election	91.3% of voters cast their ballot online in 2018, compared to 6.7% in 2014
Increase early voter turnout from 2014 by 14% in 2018	Early voter turnout increased by 57.2% in the election for a total early voter turnout of 67%
Increase online voter survey participation from 2014 by 15% in 2018	A total of 10,000 online voter surveys were completed, totaling a 520.3% increase in participation
Increase online voter user satisfaction rate from 2014 by 3% in 2018	Online voter satisfaction rate was 97%, showing a 6.82% increase over 2014
Maintain, if not exceed, Markham’s 2014 overall voter turnout rate of 37.1% in 2018	2018 total voter turnout in Markham was 38.26%, exceeding 2014 turnout by 1.16% and exceeding the 2018 provincial average by 0.6%
Generate over 2,000 social media posts about the election using #MarkhamVotes	3,612 social media posts generated across Twitter, Facebook and Instagram using #MarkhamVotes
Achieve 12,000 web page views specific to the Municipal Voters’ List prior to Voting Days	From June 11 - October 11, there were 14,733 web page views specific to the Municipal Voters’ List
Attend at least 35 community events/outreach opportunities from June to October to engage voters about the 2018 election model	Election outreach staff attended 60 events and outreach opportunities to speak with voters about the election and encourage participation
Achieve three neutral-to-positive news articles or segments in local/ethnic media based on Markham’s election model (not candidate coverage) from June to November	Markham’s election model was featured in four instances in local/ethnic media. All of the coverage was rated neutral or positive

Markham’s Executive Leadership Team was very pleased with the communications, community engagement, overall roll out of the 2018 Municipal Election and the outstanding online voter satisfaction rate. Due to our efforts, we achieved the highest overall voter turnout in decades, the highest early voter turnout on record and the highest online voter turnout in Markham’s history. The election resulted in key learnings that will help our team continue to elevate our excellence in providing barrier-free access to future elections and has continued to position Markham as a leader in digital democracy.

2018 AERIAL SPRAY – City of Mississauga

Entrant: Ivana Di Millo	Division/Category: Division 1, 17: Government Communication Programs
Organization: City of Mississauga	Time period: February to November 2018
Entry title: 2018 Aerial Spray	
Project description: In 2017, Mississauga experienced an increase in fall cankerworms and gypsy moth caterpillars causing critical levels of defoliation of trees. With 2018 caterpillar populations set to increase, the City opted to conduct an aerial spray treatment program. The City raised awareness, educated stakeholders and provided updated information about the spray through media relations, digital/online engagement, customer service as well as employee and partner communications – garnering 198,728 impressions and 165,924 engagements through social media; generating 10,097,214 media impressions and having 82 per cent of respondents agree with using the spray to control caterpillar populations in the post-aerial spray survey.	

THE BUSINESS NEED OR OPPORTUNITY

In 2017, Mississauga faced a fall cankerworm and gypsy moth caterpillar infestation that impacted a large area of the city’s aging tree canopy. Elevated levels of caterpillars were causing critical levels of trees defoliation, affecting the overall health of many City-owned and private property trees. As one of the City’s strategic pillars is “Living Green,” it was a priority to protect Mississauga’s tree canopy. Six out of the City’s 11 wards were affected, equaling roughly 2,058 hectares (approximately over 1,500 football fields).

Older neighbourhoods with mature trees were already under stress due to other invasive tree pests (like the emerald ash borer) and natural events (like the ice storm). The City’s urban forest is an important asset as it provides a space for residents to enjoy many parks and trails. Ultimately, maintaining the tree canopy boosts the quality of life for residents. Unfortunately, using Integrated Pest Management measures such as tree banding, tree injections, ground spraying and egg scraping were no longer sufficient. In 2017, the City received 533 calls into the 3-1-1 Customer Contact Centre (3-1-1) complaining about the infestations of the caterpillars (Work Sample 2). In response, the City put forward a comprehensive plan to treat areas expected for severe leaf loss and higher infestations.

Consultants were engaged to help further evaluate the levels of fall cankerworm and gypsy moth caterpillars. City-owned tree surveys showed that 86 per cent of egg masses were new and 71 per cent were large, representing the highest number of large egg masses since the beginning of the monitoring program in 2012 (Work Sample 2). Based on this data, 2018 populations were expected to significantly increase in a few areas of Mississauga. Using previous research and experience, the City contracted Zimmer Air Services to implement an aerial spray program from May 23 to June 1, 2018 between 5 and 7:30 a.m. The spray area consisted of private and public land in Wards 1, 2, 6, 7, 8 and 11, with a total of two spray applications being completed by two helicopters.

Now that a plan was in place, stakeholders needed to be informed. This provided the City with an opportunity to share background information, be open to all issues raised about the aerial spray (i.e. use of pesticides) and engage with different stakeholder groups, particularly high interest and high impact stakeholders, to encourage participation.

A pre-aerial spray survey indicated stakeholders preferred to be communicated with by mail (61 per cent), road signs (40 per cent), telephone (27 per cent), website (27 per cent), media (22 per cent) and social media (19 per cent) (Work Sample 6). Understanding this, the City used a series of strategies including media relations; social media; online engagement; stakeholder engagement and customer service; and

faced a few challenges including having a short timeframe to communicate the actual dates of the aerial spray; managing resident health concerns about the pesticide *Bacillus thuringiensis* subspecies *kurstaki* (Btk) used; explaining the gravity of the situation and managing expectations with stakeholders living in or around the spray zone.

STAKEHOLDER ANALYSIS

Primary Target Audience:	
Affected Stakeholders in six Wards (1, 2, 6, 7, 8, 11)	Consisted of residents, stakeholders, businesses, commercial landowners, utilities, schools, long-term care homes/hospitals, churches, community groups, park users and Business Improvement Associations in affected spray areas where critical infestation was occurring. This group ranged in age from 16 – 75 years, lived or worked in Mississauga and wanted to preserve the tree canopy, improve their quality of life or had significant health concerns about the spray. The goal was to ensure they were well informed through timely and accurate information. The pre-aerial spray survey told us this group preferred communications by mail, road signs, telephone, website, media and social media. Tailored communications using these channels were developed to deliver messages.
Members of Council Serving Wards 1, 2, 6, 7, 8 and 11	This audience ranged from 35 to 75 years of age. Their mandate was to represent the public and to consider the well-being and interests of the municipality, while providing programs and services to their constituents. They are fiscally responsible and have an understanding that it is more beneficial to treat the current trees with a spray than plant new ones. Based on informal research, they are educated individuals living in Mississauga who prefer receiving direct communication (based on previous meetings with City Council) through face-to-face meetings, emails or phone calls.
Targeted City	This group consisted of the Commissioner of Community Services, the leadership team in Parks and Forestry as well as staff members in 3-1-1. This audience ranged from 18 to 70 years of age and was well educated in the City’s parks and forestry programs, operations and services. Throughout the duration of the program, this group’s responsibility was to be knowledgeable about the aerial spray and provide accurate information to their teams and stakeholders who reached out to them. Through informal research, this group preferred receiving information through the City’s intranet, face-to-face meetings, emails or phone calls.
Secondary Audience	
Regional Government (Region of Peel – Peel Public Health)	Regional partners included Peel Public Health, the Medical Officer of Health, the Associate Medical Officer of Health and Health Protection. Staff ranged in age from 18 to 65, were highly educated about public health issues and lived in the Greater Toronto Area. Their mandates were geared towards providing health protection, promotion and disease prevention services and programs to residents in Brampton, Mississauga and Caledon. It was important to work with our partners to maintain consistency about any potential health risks. Based on previous experiences working with our Communications counterparts within these organizations, we knew they preferred weekly update meetings, emails and phone calls.

GOALS AND OBJECTIVES

Goal: Ensure stakeholders were educated about the aerial spray; had a positive experience and were satisfied with the City’s use of taxpayer dollars to fund the spray while preserving Mississauga’s urban tree canopy.

Goal: Ensure stakeholders were educated about the aerial spray; had a positive experience and were satisfied with the City’s use of taxpayer dollars to fund the spray while preserving Mississauga’s urban tree canopy. Objectives	Outcome/ Output
Build awareness and engagement opportunities online about the aerial spray program through use of a dedicated webpage, social media and electronic communications tools by reaching 150,000 impressions and 100,000 engagements by end of November 2018.	Outcome

Positively influence stakeholder opinions on the aerial spray gaining a 75 per cent approval rating through use of face-to-face learning opportunities about the City’s mitigation program and treatment methods by the end of November 2018.	Outcome
Position the City’s Forestry team as a skilled leader on tree management and invasive species mitigation through the use of media relations from January to June 2018 by achieving 30 news stories and 6 million media impressions.	Output/ Outcome
Equip and enable City staff to field questions from stakeholders and answer 80 per cent of questions in one interaction (e.g., phone call, email, social media, face-to-face discussion).	Output

THE SOLUTION OVERVIEW

By understanding audience profiles and their unique communications needs, targeted strategies and tactics were developed to ensure stakeholders, government officials, City staff and community partners were well-informed.

Media Relations Strategy:

Media was used as a vehicle to share key messages with stakeholders and maintain transparency about the aerial spray. Media were invited to a number of stakeholder open houses that addressed concerns, comments or opinions held by participants. Key messages focused on delivering relevant information like the critical need for the spray to protect the city’s tree canopy, the pesticide in the spray, health and safety messages, positioning the City as a key leader in tree management and invasive species mitigation and information about spray dates and times. **Media relations tactics included:** drafting and distributing five news releases, co-ordinating media interviews, hosting a media scrum and sending email updates to media.

Digital/Online Engagement Strategy (included social media):

- The aerial spray webpage (mississauga.ca/2018spray) was a primary source for stakeholders and media to gather information. The webpage listed updates on the spray, information about the caterpillars and FAQs. Google AdWords was used to bring the webpage to the top of Google searches.
- An online survey was conducted to find out stakeholders’ preferred communications channels. This information helped the team better understand communications needs of affected stakeholders living in the spray zones. Following the completion of the spray program, a post-spray survey was sent to determine if resident communications needs were met (Work Sample 6).
- Twitter and Facebook were used to post up-to-date information to followers such as the need for the spray, value in protecting the city’s tree canopy, the pesticide used in the spray, health and safety messages, community meeting dates and updated information about spray dates and times. Based on the pre-aerial spray survey, it was found that stakeholders preferred to receive information through social media. The team focused their efforts on using Twitter and Facebook to leverage key messages to stakeholders. Based on the post-survey (Work Sample 6), a total of 20 per cent of stakeholders recalled receiving communications about the spray on social media.
- Digital/Online engagement tactics included: social media, posting news releases online, Google AdWords, updating the aerial spray page with up-to-date information as well as an online survey before and after the spray.

Customer Service Strategy:

Affected stakeholders were encouraged to call 3-1-1 to get information about the aerial spray. **Customer Service tactics included:** providing first-call resolution, sharing details on upcoming community meetings, pamphlets,

IMPLEMENTATION AND CHALLENGES

The total communications budget was \$25,150.05 (Work Sample 9). This budget was used for design, printing, paid social media, Google AdWords, mobile road signs, photography and postage. Budget was put towards these tactics because stakeholders preferred these types of communications (based on survey).

Challenges the City encountered:

- **Stakeholder’s health concerns:** Since the spray used Btk, several stakeholders expressed health concerns about the pesticide being used on their property. **We were able to overcome by:** addressing safety precautions in key messages, encouraging stakeholders to sign up for aerial spray eAlerts, posting a Q&A on the aerial spray webpage, addressing concerns at the open houses, targeting mailed letters and using messaging provided by the Chief Medical Officer of Health. We also addressed anyone who contacted the City by email, social media or 3-1-1.
- **Short timeframe to communicate the actual spray dates:** Leaf size, caterpillar size and weather conditions determined exact spray dates. In advance of the spray, the City informed residents of specific spray areas, flight path, treatment plan and any other relevant information. As required by legislation under the Ministry of Environment and Climate Change, the City was mandated to provide at least 12-hours’ notice to stakeholders. This was challenging because the team had to issue communications to the public and provide up-to-date information through 3-1-1, online at mississauga.ca/2018spray, through the eNewsletter, road signs and on social media immediately when the dates were chosen 48-hours before the spray. **We were able to overcome by:** preparing key messages, social media messages, up-to-date webpage messages, eNews alert messages and the news release beforehand so messages could be issued immediately upon learning the dates of the spray. In addition, stakeholders were notified 12-24 hours in advance if they wanted to take any personal precautions (i.e. covering their garden, turning off their air conditioning).
- **Explaining the gravity of the situation to stakeholders:** Since only some Wards were severely affected by the infestations, it was challenging to explain the gravity of the situation. The City had tried other mitigation tactics, but they were no longer working. It was integral to use a more invasive method to protect and preserve the city’s tree canopy – the most effective way to manage the infestation was to use a pesticide by air. **We were able to overcome by:** using a series of engagement strategies and tactics including information sessions, public meetings and social media. Enough information was provided to stakeholders to help them understand the need for the spray.
- **Managing expectations for stakeholders living/working in and around spray zone:** The City had the challenge of explaining to stakeholders the spray would not eradicate all traces of the infestations, but only reduce populations to more manageable levels. As only areas in critical need were sprayed, this caused tension among some residents whose homes bordered the zone but weren’t included. Residents questioned how specific spray zones were developed and how infestations were going to be dealt with in their neighbourhoods. **We were able to overcome by:** communicating early through a variety of methods – website, FAQ and open houses that the spray would not eradicate all cankerworm and gypsy moth levels. In addition, the City also communicated it would continue to provide other mitigation tactics like tree banding and traps for all areas affected by the infestation. The City also clearly communicated how scientific data was used to create spray zones. All zones and their boundaries were reviewed by City staff, the consultant and the contractor conducting the spray. The City also created an interactive zone map on the aerial spray webpage where residents could put in their address to determine if they were in the spray zone.

MEASUREMENT AND EVALUATION

Objective	Result/Evidence of Success
<p>Build awareness and engagement opportunities online about the aerial spray program through use of a dedicated webpage, social media and electronic communications tools by reaching 150,000 impressions and 100,000 engagements by end of November 2018.</p>	<ul style="list-style-type: none"> • 198,728 social media impressions and 165,924 social media engagements on across the City’s channels (Work Sample 3) • Received 31,716 unique page views for the dedicated campaign from January to November 2018 (Work Sample 5) • Reached 2,729 click unique clicks on eBlasts sent out with an average open rate of 73 per cent - established an email list of 1,413 stakeholders where 14 eBlasts were sent out (Work Sample 5) • Received 43,100 impressions and 1,879 clicks on Google Key Words for gypsy moth, cankerworm, invasive species, Btk and aerial spray (Work Sample 5) <p>Overall, had a total of 241,828 impressions (exceeding target by 61 per cent) and 202,283 engagements (exceeding target by 102 per cent).</p>
<p>Positively influence stakeholder opinions on the aerial spray gaining a 75 per cent approval rating through use of face-to-face learning opportunities about the City’s mitigation program and treatment methods by the end of November 2018.</p>	<ul style="list-style-type: none"> • Achieved a total attendance rate of 248 stakeholders at resident tours, education sessions and public information meetings (Work Sample 5) • In pre-aerial spray survey (Work Sample 6), 70 per cent of stakeholders were concerned about the potential risks to humans and animals from using a pesticide. • In post-aerial spray survey, 82 per cent of respondents agree with the City for using a pesticide to control populations • Out of the 9 total calls about the Btk spray (Work Sample 7), only 2 calls were complaints about the spray and 7 were about Btk education. • 67 stakeholders completed an online pre-aerial survey and 433 stakeholders completed a wrap-up survey (Work Sample 6) • Achieved an 86 per cent approval rating from stakeholders about the City’s outreach and communications about the fall cankerworm and gypsy moth mitigation, exceeding target by 14.6 per cent.
<p>Position the City’s Forestry team as a skilled leader on tree management and invasive species mitigation through the use of media relations from January to June 2018 by achieving 30 news stories and 6 million media impressions.</p>	<ul style="list-style-type: none"> • Earned 49 news stories: 28 online content stories, 13 television hits, 5 radio hits, 2 community newspapers and one video sharing website, exceeding target by 63 per cent (Work Sample 8) • Achieved 100 per cent neutral tone in media stories (Work Sample 8) • Generated 10,097,214 media impressions from January to June 2018, exceeding target by 63 per cent. (Work Sample 8)
<p>Equip and enable City staff to field questions from stakeholders and answer 80 per cent of questions in one interaction (e.g., phone call, email, social media, face-to-face discussion).</p>	<ul style="list-style-type: none"> • 326 total number of calls to 3-1-1 (Work Sample 7) • 273 first call resolutions (one and done) enquires to 3-1-1 (84 per cent) • Had 235 total calls about cankerworms and 54 total calls about gypsy moth caterpillars • 10 Robo calls were made (Work Sample 7)

BE PART OF THE EQUATION

Organization's Name: Proof Inc.	Division/Category: Division 1, Category 13 (Social Media)
Title: Be Part of the Equation	Time Period: May 30, 2018 – June 20, 2018
Entry Summary (200 words): Canadian Red Cross briefed Proof with developing a campaign that would breakthrough to the coveted Millennial audience, driving awareness around their work, and positioning them as the leading humanitarian organization. Research confirmed Millennials need to see a direct link between their support and real change. Proof launched “Be Part of the Equation”, an integrated campaign, inviting Millennials to become part of a “new type of social network where connecting can save lives”. A Brand Lift Study determined over 60% of those who saw our creative associated Red Cross as the most recognized charity with helping Canadians during times of crisis.	

THE BUSINESS NEED OR OPPORTUNITY

With more than 100 years of experience, the Canadian Red Cross's (“Red Cross”) mission is to improve the lives of vulnerable people by mobilizing the power of humanity in Canada and around the world. From floods and ice storms, to power outages, and everything in between, in 2017 alone Red Cross helped more than 150,000 Canadians confront the challenges posed by disasters of all sizes. **In fact, Red Cross responded to one disaster every three hours in Canada.**

Red Cross approached Proof to develop an innovative campaign that would reach the highly coveted Millennial audience to drive awareness around the work they do, and position Red Cross as the leading humanitarian organization of choice. As potential future donors, volunteers, and as Canadians who might face disasters of their own, Millennials were identified as a strategic audience for Red Cross to reach and establish a relationship. The importance of Red Cross connecting with Millennials was also heightened by their existing base of aging Boomer-donors. The biggest barrier standing in Red Cross's way? The organization supports a diverse range of initiatives small and large, locally and globally. **It was difficult for Millennials to paint a clear picture of what Red Cross does, or why they should care.**

STAKEHOLDER ANALYSIS

Before moving forward with any strategic planning or creative development, our team had an acute understanding that we first needed to wrap our heads around (1) the dynamic operations of Red Cross, and (2) how Canadian Millennials specifically, viewed the organization. We undertook the following research initiatives to better ground our ideas:

- Scoured proprietary and third-party reports/studies on Millennials' awareness and trust of non-profit organizations, incl. the CanTrust Index
- Surveyed 250 Canadian Millennials on their perceptions of major humanitarian organizations
- Interviewed 15 Red Cross volunteers from English and French-speaking markets
- Interviewed 15 Millennials in-depth to further qualify findings and evaluate prospective messaging and creative concepts

The above-research produced critical organizational and audience insights for our team, shaping the creative territory and strategic recommendations put forward to Red Cross.

(1) The dynamic operations of Red Cross: Through discussions with our client, we learned that local volunteers can mobilize in minutes to respond to emergencies. Interviews with Red Cross volunteers and employees also confirmed that many are inspired to get involved because the organization had helped them in a personal time of crisis.

(2) How Canadian Millennials, specifically, view the organization: Most Canadian Millennials had heard of Red Cross's major disaster relief efforts in places like Haiti and Fort McMurray, Alberta, where

people were impacted by earthquakes and devastating wildfires. They didn't know, however, how Red Cross provides relief to Canadians nationwide, every day. And, when it comes to not-for-profits more generally, **Canadian Millennials want to see a direct link between their support and real change before giving their time, donation, or social backing.**

GOALS AND OBJECTIVES

After qualifying our understanding of the organizational and audience dynamics at play for Red Cross, our team's **primary objective in launching a campaign would be to increase the level of awareness of Red Cross as the humanitarian organization of choice among Canadian Millennials.**

In addition to the above objective, secondary goals for the campaign included:

- Reaching a minimum of 2 million young Canadians
- Creating opportunities for young Canadians to see and engage around Red Cross's work on social media
- Onboarding social influencers to act as brand ambassadors for Red Cross's work

THE SOLUTION OVERVIEW

Building on our insights that Red Cross can respond to crises in real time and that our audience wants to see a direct link between their support and real change, we launched "Be Part of the Equation", a digital campaign that invited Canadian Millennials to become part of a "new type of social network where connecting can save lives". The campaign's key message underscored Red Cross is more than just a charity. It is a connector helping people navigate and survive disasters. Red Cross is the connection between disaster and relief, from the first responders to the local food banks, to temporary shelters.

Tactically, the campaign was comprised of the following components:

(1) Social Ad Units: Through dramatic black-and-white videos and images on Facebook and Instagram, we told real stories about how Red Cross connects people in crisis with the support they need. We featured everyday volunteers from English and French communities across the country and used the client's iconic logo to show how Red Cross brings it all together. Creative showcased the diverse range of responsibilities and duties Red Cross volunteers fulfill during a disaster. Stories featured real beneficiaries with local volunteers, along with contextual quotes, video content, and descriptive visuals.

The campaign prioritized ad formats that were mobile-centric, customizable, and geo-targeted by city and language. That way, we could ensure Millennials were seeing the most relevant stories in the language of their choice and on their preferred device. Those units included:

- [English](#) and [French](#) digital spots (:30-:45s)
- English and French Facebook canvas, carousel, and static image ads
- English and French Instagram carousel and static image ads

(2) The Ambassador Program: To reinforce the connections Red Cross makes between people in crisis and further inform Millennials about Red Cross's services, five influencers were selected from priority markets to be part of the equation. Ambassadors were selected based on their level of active support in their communities; they told their own stories about how Red Cross touched their lives, and each focused on different service offerings to cover Red Cross's breadth of impact.

IMPLEMENTATION AND CHALLENGES

The program budget for ‘Be Part of the Equation’ was \$150,000 — an amount Red Cross had never before committed to a digital awareness campaign. Our team was determined to show young Canadians the real impact of Red Cross’s work through real stories. Working with real people, however, goes hand in hand with real schedules, disparate geographic locations, and competing needs and interests. Strategically, it also presented the unique challenge of securing relevant stories for Canadian Millennials in *all* priority markets. For instance, there was difficulty locating stories featuring French-Millennial Quebecers. After regrouping with the Quebec team at Red Cross and our Quebec agency-partner Capital-Image, it was determined that, rather than feature English Millennial stories for our French audience in the province, we would move ahead with stories spotlighting French Quebecers helping other French Quebecers in Francophone-dominated cities. Creatively, this translated to an additional layer of customization for our creative, in order to address this content gap for an important segment of our audience.

MEASUREMENT AND EVALUATION

To see if our campaign increased the level of awareness of Red Cross as the leading humanitarian organization of choice among Canadian Millennials, we conducted a Facebook Brand Lift Study. We compared the level of awareness between users who had seen our campaign content, with those who had not. Outstandingly, over 60% of those who saw our campaign content answered Red Cross was the organization that came to mind when they first thought of helping Canadians during times of crisis. Just as importantly, we established a benchmark for Red Cross to use when evaluating its position against industry competitors — a big win for our client and for their future strategic planning initiatives.

When Millennials saw how Red Cross directly impacts the lives of Canadians every day, [they became part of the equation](#) — they engaged, watched, and came back to learn about their work:

- We reached 3M+ young Canadians, surpassing our goal of 2M.
- We generated 13K+ engagements through Red Cross social and influencer channels.
- We saw 120,759 video views and 5,306 canvas views.
- The campaign delivered 10M+ impressions overall.

Our video case study of ‘Be Part of the Equation’ can be accessed [here](#).

PLANET FITNESS CANADA DIGITAL LAUNCH

Organization's Name: Planet Fitness / ruckus Digital	Division/Category: Division 1, Category 13 (Social Media)
Title: Planet Fitness Canada digital launch	Time Period: January 2018 – December 2018
Entrants' Names: ruckus Digital: Linda Andross, Diane Bégin, Amanda Carreiro, Nicole Pomeroy, Ella Singleton, Vanessa Cuartas, Vy Do Planet Fitness: Jenna Reynolds, Becky Zirlen, Dawn Sullivan	
Entry Summary (200 words): To grow Planet Fitness' Canadian digital audience, ruckus Digital focused on creating Canadian content for social media. ruckus Digital developed a content strategy that was Canadianized but still in line with the existing playful brand tone that they were known for in the US. ruckus Digital also developed a social ad strategy that would hit the target, and did extensive daily social monitoring to provide customer service and education. Despite challenges including a competitive landscape and a decrease in organic reach on social media, ruckus Digital was able to meet and exceed all goals and objectives	

BUSINESS NEED AND COMMUNICATION OPPORTUNITY

Planet Fitness was founded in 1992 in New Hampshire, and almost 30 years later they have over 1,600 clubs across the US, Puerto Rico, Panama, the Dominican Republic, Mexico and Canada. The mantra of their clubs as a "judgement free zone" caters to novice and casual gym goers.

While the company was a household name in the US, Planet Fitness was not as well-known by Canadians – with only 38 per cent of Canadians aware of the brand. Planet Fitness was up against long established Canadian gym competitors like Goodlife, which are already widely known in Canada with 67 per cent of Canadians aware of the brand. As well as highly fragmented local brands capturing attention across the country such as Curves (46 per cent), LA Fitness (36 per cent), Fit 4 Less (23 per cent) and Anytime Fitness (19 per cent). Despite the competitive challenge, the Canadian market was expected to see a 16.3 per cent market increase over the next five years, according to industry research, making the shift for the brand into this market very important for the brand.

Looking into the opportunities for the brand within the Canadian market, research was conducted that indicated that 81 per cent of the Canadian population doesn't have a health club membership and that the leading reasons for that are intimidation, affordability, and pushy sales people. Since Planet Fitness has a no intimidation philosophy, low cost memberships, and an overall environment that boasts a Judgement Free Zone, Planet Fitness was an ideal fit for Canadian consumers looking to join a gym. While Planet Fitness had a large digital audience in the U.S., they had yet to establish a voice or online community to speak specifically to the Canadian market and behaviors. Because over 84 per cent of Canadians use social media more than nine times per week, the biggest opportunity existed in using social media as a key channel in educating Canadians on the Planet Fitness brand.

As Planet Fitness was expanding their business to 25 clubs across Ontario, British Columbia, Manitoba, Alberta and Saskatchewan, and needed to expand their digital presence to reach Canadians, so in 2017 the brand engaged the services of ruckus Digital.

STAKEHOLDER ANALYSIS

Based on research and data, ruckus Digital was able to determine who the Planet Fitness target audiences would be, with a 60/40 split of female to male, ages of 18-65, many of which who were first time gym users or occasional gym users. This audience was looking for a gym that was affordable and provided a relaxed and helpful environment where they could ask questions and feel comfortable working out as a beginner.

ruckus Digital also found that this audience’s buying decisions were 64 per cent based on competitive pricing, 44 per cent based on access to free fitness training, and 37 per cent based on a Judgement Free Zone philosophy. Because these were services already offered by Planet Fitness, we would need to educate Canadians about the brand and membership perks.

In order to connect with this audience’s desires, we looked to educate them on Planet Fitness’ pricing, environment, and membership perks to create a loyal audience and convert them into members. The audience would be comprised of primarily of first-time gym users who have never joined a gym before or cancelled their previous gym membership for cost and intimidation reasons.

The digital campaign was also backed by the online; based upon industry research, social media is widely used among the demographic with 82 per cent of Canadians age 18 to 34, 71 per cent age 35 to 54, and 61 per cent age 55+ using social media weekly.

GOALS AND OBJECTIVES

From January 2018 to December 2018, the overall goal for the launch of the Canadian Planet Fitness social media channels was to generate excitement among Canadians by educating them on the company’s core values and membership perks, in turn driving new sign ups. The following objectives were proposed to boost their online Canadian presence based on industry standards, and traffic/sales benchmarks are based on Planet Fitness data:

Outputs:

- Social Media Audience Growth: Achieve a follower growth of 20 per cent on Facebook, 50 per cent on Instagram, and 2 per cent on Twitter within the first year. (output)
- Engagements: Achieve an average engagement rate of 5 per cent or higher on Facebook, 4 per cent or higher on Instagram, and 0.5 per cent or higher on Twitter. (output)
- Cost per click: Achieve a cost per click 10 per cent lower than the industry standard for fitness content on Facebook. (output)

Outcomes:

- Awareness: Achieve an awareness growth of 2 per cent or more with the target audience, up from 38 per cent based on a survey of 1,500 Canadians. (outcome)

THE SOLUTION OVERVIEW

To address the business need of growing Planet Fitness’ Canadian audience through digital, as well as opportunities and audience insights, ruckus Digital first created a Facebook Global Page for Canada, launched an Instagram channel, and built a Canadian Twitter account. Next, ruckus Digital needed to develop a content strategy that mimicked the existing brand tone in the US, while adapting it in an educational way. A social media advertising strategy would also be required to optimize the brand reach across Canada for the purpose of boosting awareness.

Key Messages: Key messages were developed to drive consistency across all social content. Messaging included, Planet Fitness’ “judgement free zone” philosophy, 24/7 hours of operation, low cost memberships, and free fitness training.

Content Strategy: Planet Fitness’ brand tone on social media in the US already consisted of relatable, playful messaging that often-had little club and membership information and relied more on its humorous storytelling. While there was a need to remain relatable and funny in nature, to achieve the overall goals and objectives, brand awareness and educational content was important. ruckus Digital developed a content map which consisted of 8-12 posts per month and content categories that hit key brand messages. Categories included:

- Club and membership awareness posts: Posts that promoted club perks like free fitness training, low membership costs, friendly staff, Judgement Free Zone, equipment variety, the PF Black Card

- spa, small group classes, etc. were used to educate users on the perks of being a member at Planet Fitness
- **Member reposts:** Posts taken by members in club were reposted, as user generated content is historically among the top performing for most brands, and gives users a relatable look into gym life at Planet Fitness
- **Contesting:** Posts that encouraged users to engage for the purpose of winning free swag or free one-year Planet Fitness memberships were used as an effective means to gain followers at an accelerated rate
- **U.S. channel reposts:** Relevant content from the U.S. Planet Fitness channels were utilized and optimized for the Canadian audience to maintain and promote Planet Fitness' humorous tone in Canada

Social Advertising Strategy: To maximize the reach of the new Canadian content, all posts were allocated social media advertising budgets for Facebook and Instagram. A variety of ad placements were used, including Facebook and Instagram feeds as well as Instagram stories.

To ensure users close to Planet Fitness club locations were being reached, target audiences were developed, for example, only regions within 25km of a Planet Fitness club location were targeted to ensure valuable ad views. Paid social media budgets and target audiences were adapted regularly to ensure best results. Target audiences for social media ads included users aged 18-65 located in Ontario, British Columbia, Saskatchewan, and Manitoba (Alberta would come later).

- A Facebook pixel (a piece of website code which can be added to a website for tracking) was also implemented to track social media ads and the user's purchase journey through the website. This allowed any issues with the online sign up experience to be reported on and addressed.

Community Management:

- Since Planet Fitness was new to Canada, ruckus Digital wanted to ensure the social media channels were utilized to talk to potential and existing members and answer all questions.
- In order to do this at a high volume, ruckus Digital helped build a community management response matrix where answers to the most commonly asked questions could live, to make for quick response time. Responses would be personalized and adapted as new questions or commentary came up.

Executive Summary of Action Plan:

ACTIVITY	OBJECTIVE	RATIONALE
Content Strategy	Reach Canadians through social media with key messages and a tone that would grab their attention	An introduction to the brand was needed, and 84 per cent of Canadians check social media more than nine times per week.
Social Advertising Strategy	Reach the target audience and locations	Use social advertising to maximize the reach of all content
Community Management	Use social media as a customer service outlet for new members	Humanize the brand, and answer user questions

IMPLEMENTATION AND CHALLENGES

Budget: ruckus Digital was given a budget of \$182,000 for fees for the year to launch Facebook, Twitter and Instagram, develop monthly social media content for all channels, design and develop all video content and social visual assets, manage and respond a large volume of social media comments daily, provide monthly and quarterly reporting, project management, and present new brand opportunities. Outside of this budget included expenses for paid media spend for social advertising, as well as influencer content and relationship management.

Challenges and Solutions:

- **Awareness in a competitive landscape:** Not only was Planet Fitness new to Canada, but it was also up against long-established competition like Goodlife. Some 67 per cent of surveyed Canadians had heard of Goodlife, whereas only 38 per cent had heard of Planet Fitness. To ensure the best possible results, ruckus Digital performed a detailed competitor social media audit, and chose to focus the content on an educational, yet playful and relatable tone. Many of Planet Fitness’ competitors’ content was focused on achieving goals, but ruckus Digital created Planet Fitness’ content with a more lighthearted approach to fitness in order to grab the attention of Planet Fitness’ key target market, first-time gym users.
- **Decrease in organic reach on social media:** With social media algorithms decreasing the opportunity for brands to get in front of users organically, ruckus Digital needed to make effective use of the social advertising budget provided for the year. To do this, ruckus Digital ran boosted social content with a series of different audience targets to track performance of each audience group and adjust. After the initial round of testing, ruckus Digital was able to pinpoint the optimal audience group that reached the most valuable and engaged users.
- **Canadians are not used to purchasing gym memberships online:** Planet Fitness offers online sign up but requires your bank account information. Canadians typically sign up for gym memberships in person and are used to paying for items online with a credit card. Because of this, click through rate was affected, with many users stopping at the payment information page. To overcome this challenge, ruckus Digital began running ad campaigns focused on awareness and in-store visits, as opposed to online sign ups, to maximize results.

MEASUREMENT AND EVALUATION

From January 2018 to December 2018, the overall goal for the launch of the Canadian Planet Fitness social media channels was to generate excitement among Canadians by educating them on the company’s core values and membership perks, in turn driving new sign ups. The following objectives were proposed to boost their online Canadian presence based on industry standards, and traffic/sales benchmarks are based on Planet Fitness data:

Outputs:

- **Social Media Audience Growth:** Achieve a follower growth of 20 per cent on Facebook, 50 per cent on Instagram, and 2 per cent on Twitter within the first year.
 - **RESULTS:** Exceeded the goal on all three channels with a follower increase of 68 per cent on Facebook, a follower increase of 1,500 per cent on Instagram, and a follower increase of 160 per cent on Twitter.
- **Engagements:** Achieve an average engagement rate of 5 per cent or higher on Facebook, 4 per cent or higher on Instagram, and 0.5 per cent or higher on Twitter.
 - **RESULTS:** Exceeded the goal on all three channels with an average engagement rate of 5.35 per cent on Facebook, 4.7 per cent on Instagram, and 0.7 per cent on Twitter.
- **Cost per click:** Achieve a cost per click 10 per cent lower than the industry standard for fitness content on Facebook.
 - **RESULTS:** Well-exceeded the goal by 42 per cent better than the industry standard

Outcomes:

- **Awareness:** Achieve an awareness growth of 2 per cent or more, up from 38 per cent based on a survey of 1,500 Canadians
 - **RESULTS:** Exceeded the goal with 3 per cent growth in awareness. In 2018, the same survey was conducted and 41 per cent of people surveyed said they had heard of Planet Fitness.

WINDSOR-DETROIT BRIDGE AUTHORITY

Entrant: Tara Carson	Division/Category: Division 1, 17: Government Communication Programs
Organization: Windsor-Detroit Bridge Authority (WDBA)	Time period: August 1, 2018 – November 30, 2018
Entry title: Gordie Howe International Bridge – Financial Close	
Your team members name (if applicable): Heather Grondin, Mark Butler, Stephanie Campeau, Katie Dicks, Tara Carson	
Project description: Following years of study and consultation, work has begun on a massive infrastructure project that will benefit the economies of Canada and the United States – the Gordie Howe International Bridge project. On September 28, 2018, WDBA announced the selection of Bridging North America - a team of Canadian, American and international firms – as its private-sector partner. The strategic communications plan for this announcement included managing stakeholder expectations, balancing potential negative feedback from media and representing the interests of two governments and the private sector.	

THE BUSINESS NEED OR OPPORTUNITY

Need: Following a rigorous evaluation process and the securing of appropriate approvals, Bridging North America (BridgingNA) was announced as WDBA’s Preferred Proponent on July 5, 2018 for the Gordie Howe International Bridge project. This started the negotiation process toward Financial Close and the planning process for the Financial Close announcement started shortly thereafter. It was imperative that it was communicated that Financial Close had been reached on what is known as one of North America’s largest infrastructure projects to demonstrate the Government of Canada’s commitment to delivering a state-of-the-art, once-in-a-generation project, to demonstrate the finalization of a three-year long procurement process and to demonstrate progress. In addition, this milestone presented the opportunity to convey key project information for the first time and further educate audiences on the public-private partnership (P3) model which continued to provide challenges for audiences, particularly those in the US with less exposure to this funding approach.

Communications Opportunity: Given the significant interest in the Gordie Howe International Bridge project not only locally but on an international scale and the complexity of the project, the Communications team recommended a high profile and proactive approach to ensure information was shared with a broad range of stakeholders while maintaining the integrity of the financial close process. It was at Financial Close for the Gordie Howe International Bridge project that key project information could, for the first time, be publicly shared. Importantly, this included:

- **Contract value** – Various project cost figures have been reported over the years this project has spanned and have ranged from \$2 billion to nearly \$5 billion. Those estimates were outdated and were not consistently based on the design-build-finance-operate-maintain delivery model this project is using. Throughout the procurement phase, WDBA indicated that information would be confirmed at Financial Close. The contract value needed to be presented in a manner that clearly differentiated it from overall project cost (which includes WDBA’s operating expenses and costs related to Michigan’s functions) and was specific to the value of the contract between WDBA and BridgingNA.
- **Construction schedule** – There have been many completion dates suggested for the project with the earliest being “by 2013”, the most often quoted being “by 2020” and more recently being “2022/2023.” The anticipated construction schedule is six years with construction completion by the end of 2024.

These two topics have garnered much attention and are among the top questions posed to WDBA by media, stakeholders and the public. WDBA had deferred commenting until Financial Close.

Other topics that received attention by media, stakeholders and the public and were expected to be addressed at Financial Close included:

Community benefits – This high level topic has received attention on both sides of the border with both community members and elected officials. WDBA committed to sharing information about the Community Benefits Plan at Financial Close and used this opportunity to, for the first time, present the construct of the Workforce Development and Participation Strategy and the Neighbourhood Infrastructure Strategy and its six-month consultation period.

Payment approach – There had been some confusion in regard to the 30-year concession period and the overall repayment of the total project costs to Canada with some media identifying that total project costs (as opposed to contract costs) will be repaid over that 30-year period. The contract payment approach will need to be clearly identified and differentiated from total project costs.

Aesthetics – WDBA undertook consultation on aesthetics in 2015 and have been quiet on it since then other than to say the bridge will be a significant landmark. Financial Close provided an opportunity to do a deep dive into the aesthetic design guide and to share more renderings/visuals that BridgingNA has produced.

There were opportunities for good news in the topics listed above and was important for WDBA to drive attention to these aspects of the project that are positive and support the narrative that this project is a significant investment that benefits the countries of Canada/US as well as the Windsor/Detroit communities.

STAKEHOLDER ANALYSIS

Given the size and scope (one of the largest infrastructure projects in North America) and its binational strategic importance, there countless stakeholders which have an interest in the project. These key stakeholders can be divided into several constituencies: community members (individuals and companies located near the project site and/or impacted by the project), elected officials from the municipal, provincial/state and federal levels on both sides of the border, partners agencies (shareholders) affiliated with the governments of Canada, the United States and Michigan, future consumers (trucking and logistic companies, personal travellers, pedestrians and bicyclists), trade unions and business organizations (finance, transportation, construction etc) looking to do business or to be affiliated with the project, internal audience (employees, Board members and International Authority members) and the public at large. Communications tactics and products were designed to enunciate the social and economic benefits of the project; to counter potential negative reaction to the cost and construction timeline and the necessity of the new crossing; and to educate the public on the P3 procurement process and key features of the project.

GOALS AND OBJECTIVES

WDBA's primary goals with the Financial Close communications strategy were:

- Secure third-party support to be called upon as needed to counter negative media coverage and to maintain relations with future bridge users
- Present information fulsomely and transparently to demonstrate WDBA's willingness to share information and raise the veil of confidentiality that had shrouded the project during the procurement phase
- Proactively address topics that could easily be negatively or inaccurately reported by media and to fulfill WDBA's commitment to address these issues at Financial Close
- Share information on a broad range of topics to demonstrate features that truly make the project state-of-the art as well as convey that there was more to the announcement than just cost and schedule

- Share information in easy-to-understand plain language so that it could be consumed by multiple audiences
- Carry forward positive news and information in the weeks that followed the Financial Close announcement to demonstrate forward momentum and progress,

THE SOLUTION OVERVIEW

Key Dates: Financial Close – September 28, 2018
 Construction Start Events – October 5, 2018

While the Financial Close announcement occurred on one day, it was important to consider the communications strategy as a two-month-long campaign that included both a build-up to the announcement itself and then continued momentum following the announcement day.

An event to officially mark the start of the project was planned for October 5, 2018, allowing for one week’s time between the first public communications of project cost and schedule. It was expected that there may be criticism of the cost and schedule. The planning of this project start event was considered as a tactic in the overall strategy and planned in a manner that contributes to the broader messaging that this project is a benefit to local communities and businesses as well for the economies of Canada and the US.

To ensure accurate messaging to the public and stakeholders, WDBA needed to ensure it is telling its own story meaning tactics need to expand beyond traditional media engagement and include targeted discussions with key supportive stakeholders.

Highlights:

Communications Tactic	Timing
Stakeholder Briefings: in advance of the Financial Close announcement, WDBA met with 8 -key stakeholders (Canadian) briefing them on anticipated project cost and schedule, addressing questions/concerns and securing support for upcoming announcement.	Mid- September
Social Media Campaign: “What does the Gordie Howe International Bridge mean to you?” social media campaign was launched two weeks in advance of Financial Close with short videos of local stakeholders answering this question posted to create positive dialogue, demonstrate third party support and create momentum.	Mid-September to October 5
Media Briefing: on the day of Financial Close featuring a detailed presentation delivered by WDBA and BridgingNA providing an overview of steps that occurred since the Preferred Proponent announcement and detailed key aspects of the proposal/; All local Windsor-Detroit media as well as national and industry media were invited to attend with call-in option available for out-of-town US and Canadian reporters; a moderated Q and A session occurred following the presentations with questions answered both by WDBA and BridgingNA.	September 28
Elected Officials Briefing: occurred at the same time as the media briefing with the same presentation. This was done so that once the media embargo was lifted, should they be contacted, they would be prepared with the most recent and up-to-date information	September 28,
Media Kits: preparation of comprehensive media kit in two languages that included news releases, “9 Things to Know” fact sheets and a USB key that included electronic versions of renderings and Subject Matter Expert Videos.	September 28
Subject Matter Expert Videos: a series of subject-matter expert videos were produced covering a variety of key aspects of the project not previously shared with external audiences; these included Aesthetics, Tolling, Sustainability, Canadian Port of Entry (POE) (functionality/features), Canadian POE (architecture/public art), US POE (functionality/features), US POE (architecture), Landscaping, Community Benefits,	September 28

Michigan Interchange, Environment (and Demo), Sandwich Street Improvements and Delray complete streets/pedestrian bridges.	
Twitterstorm: Draft tweets provided to stakeholders in advance of Financial Close to be used on announcement day to create a Twitterstorm utilizing the dedicated hashtag #HoweBridge2018	September 28
Dedicated Hashtag: The use of a dedicated event-specific hashtag (#HoweBridge2018) which was integrated as a brand at the events and allowed for effective tracking of social media posts	September 28
Facebook Live: Broadcasting the formal construction start event through Facebook Live and promoting the community event as “historic” with newspaper ads, a banner over the main downtown street in Windsor, social media, invitations to key stakeholders and invitations to all elected officials.	October 5
Targeted briefings: Scheduling one-on-one media interviews after Financial Close as well as one-on-one key stakeholder briefings (community groups and First Nations)	September 28
Educational Institution Partnerships: Partnering with educational institutions for events including the Windsor Essex District Catholic School Board and the St. Joseph’s construction academy for attendance at the Construction Start event and St. Clair College’s Journalism and Media program whose students acted as photographers and videographers at the construction start events.	October 5
Media/Public Events: Two events to mark the start of construction one week after Financial Close – an official event at the Canadian project site with the itinerary including a blessing by a First Nations elder and speeches by the Governor of Michigan, the Minister of Infrastructure and Communities and the Prime Minister of Canada and a community event immediately following the official event at a park in downtown Windsor with a free BBQ, giveaways, live band and short speeches by the Minister of Infrastructure and Communities and the Prime Minister of Canada.	October 5
Ongoing Engagement: Public engagement through email blasts, community newsletter and community meetings in Windsor and Detroit over the month following Financial Close.	October 2018

IMPLEMENTATION AND CHALLENGES

Confidentiality - The biggest challenges in the implementation was confidentiality related to the contract value and the just-in-time delivery of the private-sector reaching financial close with the actual final transaction taking place on the same day as the public announcement. As well, confirmation of the construction start events was not made until one week prior to the event with the inability to publicly communicate the participation of the Prime Minister of Canada until the evening before the event.

Complex Information – The information being presented was complex both in terms of its financial content and its technical engineering content all of which could be easily misunderstood and misrepresented.

Budget and Resources – The budget for these events was \$100K. The budget for production of 16 Subject Matter Expert Videos was \$25K with the balance of the budget allocated to event delivery. We successfully delivered within budget. Coordination of all planning and activities was undertaken with WDBA as the lead and direct engagement with Infrastructure Canada and the Office of the Minister as well as direct engagement with the office of the Michigan Governor. The WDBA Communications team delivered these events alongside day-to-day business

MEASUREMENT AND EVALUATION

Based on the results of an in-depth evaluation of communications tactics two week following the events, the following results were measured:

Financial Close – September 28, 2018	
Tactic	Result
Media Technical Briefing	Presented to 18 journalists (12 in person and 6 via WebEx) and followed by five one-on-one interviews. Coverage was positive and accurate.
Elected Official Briefing	Attended by 5 representatives. Response was supportive and positive.
Targeted Stakeholder Meetings	Briefing meetings were held after the media event with the Delray Community Advisory Group, Walpole Island First Nation and the Windsor-Essex Community Benefits Coalition. Response was supportive and positive.
Project Website	Over 1,200 unique users visited the website on September 28, resulting in over 3,400 total page views on this day supporting WDBA's efforts to convey information in own words
News Release	737 web page views supporting WDBA's efforts to convey information in own words
Financial Close Announcement video	204 video views supporting WDBA's efforts to convey information in own words
Bridging North America Video	285 video views supporting WDBA's efforts to convey information in own words
Subject Matter Expert Videos	967 total views supporting WDBA's efforts to convey information in own words
Social Media – Day Of Event	Twitter: over 15, 800 total impressions on WDBA posts; 71 retweets, 128 links clicks, 87 likes Facebook: Over 7,600 impressions; 370 total likes, 60 shares, 1,361 clicks LinkedIn: Over 3,600 impressions; 134 likes, 39 shares, 243 clicks Instagram: 35 likes
Construction Start – October 5, 2018	
Tactic	Result
In Person Attendance	300 individuals in attendance at formal Port of Entry event Over 600 individuals at community event
Project Website	Over 2,200 unique users visited the website on October 5, resulting in over 4,500 total page views Construction Start web page – 562 page views
News Release	276 page views
Social Media	Facebook: Gained 108 new page followers on October 5; Live Video: 3,458 views; Reached almost 9, 400 people; 225 total likes and 42 shares Additional Facebook posts: Reached 10, 500 people; 300 total likes and 50 shares Facebook Photo Album: 350 photo views; 1500 impressions; 130 likes received Twitter: 15 WDBA posts issued; gained 53 new followers on October 5; Over 30, 000 total impressions on WDBA posts; Over 100 retweeted of WDBA posts; 270 likes on WDBA posts Many stakeholders and key influencers were tweeting about us. Live video post of the Prime Ministers speech at the morning event posted on @JustinTrudeau Twitter feed has over 35 000 views and 255 retweets Additional posts on @JustinTrudeau and @CanadianPM account had over 300 retweets and 1700 likes LinkedIn: 3,000 impressions on post; 70 likes on post Instagram: Over 50 likes on event related posts YouTube: Community Construction Start video: 62 views #HoweBridge2018 was trending on Twitter

L'Oréal Paris Women of Worth Awards Ceremony

Entrant's Name: Cathy Cowan	Division/Category: Division 2: Communication Skills Category 19: Special Events
Organization: Cowan & Company Communications	Time Period: 2017 - 2018
Team Members: Cowan & Company, L'Oréal Paris, Decor & More, OMNI King Edward Hotel	
Project Description: The L'Oréal Paris Women of Worth Awards Gala celebrates ten inspiring Canadian women volunteer champions by shining a spotlight on the Honourees' stories and causes with top Canadian media. Hosted by L'Oréal Paris spokesperson, Dame Helen Mirren on International Women's Day 2018, the full day event included a welcome breakfast for Honourees, photo shoot and media interviews capped off by the Awards Gala Dinner attended by more than 200 media, influencers and VIPs. The star-studded event generated an Audience Reach of 73 million and MRP score of 97%. Helen Mirren even proclaimed our Gala was better than the Oscars!	

ORGANIZATIONAL OVERVIEW

The L'Oréal Paris division of L'Oréal Canada is a total beauty care brand dedicated to empowering women by offering the most luxurious and innovative products and services available in the mass market. The brand's signature tagline, "Because I'm Worth It" celebrates the beauty and intrinsic self-worth of women. L'Oréal Paris Women of Worth is a signature philanthropic program that embodies the L'Oréal Paris belief that 'Every Woman Is Worth It' by elevating and celebrating women making a beautiful difference in their communities. Launched in Canada in 2016, the annual program recognizes ten incredible Canadian women volunteer champions with a total of \$110,000 in financial grants to support their causes and a trip for two to the Awards Gala in Toronto.

WHY THIS PROJECT?

The L'Oréal Paris Women of Worth Awards Gala celebrates these ten inspiring Honourees and shines a spotlight on their stories and causes with top Canadian media. The full day event gives them the opportunity to network and be inspired by other Honourees as well as conduct media interviews about their organizations. To further heighten media interest, the 2018 Awards Gala was held on International Women's Day to provide a timely news hook and hosted by L'Oréal Paris spokesperson Helen Mirren to optimize media coverage and attendance. Helen Mirren proclaimed our Gala was better than the Oscars!

AUDIENCE(S) ANALYSIS

The targeted audience for this Awards Gala included:

- Honourees and their guests
- Previous year's Honourees
- Top TV and Media Personalities – who were paired with Honourees to deliver onstage introductions during Gala
- Short and long lead media specializing in beauty, women's issues, non-profit industry and lifestyle
- Digital influencers specializing in beauty and lifestyle
- TV news media to cover the event
- Top Magazine Editors and Entertainment TV Shows to interview Dame Helen Mirren about awards prior to the event
- L'Oréal Paris VIPs and partners

KEY MEASURABLE OBJECTIVES

Goal: Generate Audience Reach of 59+ million for Awards Gala 2018.

- ✓ We generated 197 media stories with an audience reach of almost 67 million. The fantastic coverage included full page in The National Post, half page in Enroute, CTV News live feed, Chatelaine, Canadian Living, The Kit, Hello, Elle Canada, Fashion & more. An additional reach of 6.5+ million was generated from social media posts. Total Reach = 73+ million!

Goal: Generating an MRP score of more than 85%.

- ✓ Successfully achieved MRP score of 97%.

Goal: Secure 200 - 240 attendees at the Awards Gala.

- ✓ 228 guests from our targeted audience attended the Awards Gala including the crème de la crème of Canadian media including TV personalities from ET Canada, eTalk, CityLine, The Social, and editors from major magazines & newspapers.

KEY MESSAGES

- L'Oréal Paris' Women of Worth program honours Canadian women who volunteer their time to serve and improve their communities.
- L'Oréal Paris will make a \$10,000 donation to each Honouree's non-profit organization. A National Honouree will be announced at the Awards Gala and awarded an additional \$10,000 grant for her cause. Each Honouree is also receiving a trip for two to the Awards Gala in Toronto and marketing support to increase the visibility of her charity.
- This year's Women of Worth Honourees are passionate advocates for refugees, the homeless, Canadians living with food insecurity, cancer and autism, and other important causes.

PROJECT RESOURCES (BUDGET, TIME, OTHER) & HOW THEY WERE MANAGED

While L'Oréal Paris will not disclose program budgets, budget efficiencies were of paramount concern given the philanthropic objective of the program. With this as a guiding principle, L'Oréal Paris handled several program components inhouse and we minimized some event elements such as videos and décor to optimize budget efficiencies. The action-packed Awards Gala day included a Welcome Honouree Breakfast, Honouree Photo Shoot with Helen Mirren, one-on-one media interviews with Helen Mirren, rehearsal for Honourees and Media Presenters, in addition to the Awards Gala Dinner itself featuring 22 speakers. So timing and the Run of Show was developed and monitored to the minute to keep the event running on time and thanks to exceptional planning and hustling we even wrapped early!

HOLOGIC HEAVY PERIOD TALK COMEDY SHOW

Entrant's Name: Elizabeth Krock	Division/Category: Division 2: Communication Skills Category 19: Special Events
Organization: Zeno Group Canada	Time Period: January 2018 – September 2018
Team Members: Elizabeth Krock, Julie Georgas, Lauren Rivietz, Beth Spurrell	
Project Description: In 2018, Hologic, a medical technology company specializing in women's health, wanted to educate and motivate Canadian women with heavy periods to visit a doctor and have an informed conversation about treatment options. To ignite the discussion and generate initial buzz, Zeno Group created the Heavy Period Talk Comedy Show, a one-night-only event for media and influencers. Hosted by two Canadian comedians, the show leaked stories about periods, feminine hygiene products and more with humour and empathy. Following the show, a panel discussion shared the impact of heavy periods and educated the audience about treatment options.	

ORGANIZATIONAL OVERVIEW

Zeno Group is an award-winning integrated communications agency. We are an independent, entrepreneurial team of visionaries, experts and achievers who bring a collaborative, roll-up-your-sleeves attitude to all we do. In the Green Machine (as we call it), we are relentlessly focused on transformative work that delivers real business value to our clients across consumer, corporate, health and technology industries. And to get there we are guided every day by our North Star—Fearless Pursuit of the Unexpected—which manifests itself as we push the boundaries of what integrated communications and imaginative thinking can achieve.

WHY THIS PROJECT?

One in five women experience heavy periods, yet more than half of these women are unaware they have a treatable medical condition. When presented with the unique challenge of educating and motivating these women to visit a doctor and have an informed conversation about treatment options, we (Zeno Group) saw an opportunity to flex our creative muscles and develop a thought-provoking approach. We developed the Heavy Period Talk Comedy Show as a vehicle to create an open dialogue about heavy periods, empowering women to stand up for their own health and share their stories.

AUDIENCE(S) ANALYSIS

The primary audience for this project was Canadian women, aged 35-55 who suffer from heavy periods or know someone who does. An online survey of 1,000 respondents indicated that heavy periods have more than just physical implications. Nearly 80 per cent of women with heavy periods say they experience anxiety during menstruation, while more than 65 per cent say they experience depression. These results led us to better understand the emotional implications of heavy periods and the need to develop a plan that focused beyond physical symptoms.

KEY MEASURABLE OBJECTIVES

1. Secure more than 70 audience members
 - Through a creative invite and proactive outreach, the event exceeded the original target and saw a total of 94 audience members
2. Generate more than 100 social media posts
 - Compelling and humorous content, coupled with photo-worthy backdrops generated 112 social posts from the event
3. Collect 500 feminine hygiene products for donation to the MoonTime Sisters, a volunteer organization that gathers menstrual products for young girls and women in northern Indigenous communities
 - The event successfully collected more than 1100 menstrual products for donation to the Moon Time Sisters. Following the event, these products were delivered by the organization to a community on the Manitoba border.

KEY MESSAGES

One in five Canadian women experience heavy blood loss, pain and exhaustion each month that has them trapped at home or constantly running to the bathroom to deal with a gush or prevent a leak. And yet, more than half of these women are unaware that heavy periods are a treatable medical condition.

- Are heavy periods taking over your life? There are several treatment options available, the right choice for you depends on many factors and should be determined with your doctor.
- Visit HeavyPeriodTalk.ca to share your story and let the one in five Canadian women suffering from heavy periods know that they're not alone.

PROJECT RESOURCES (BUDGET, TIME, OTHER) & HOW THEY WERE MANAGED

- **Budget:** A budget of \$13,500 was provided to cover out-of-pocket expenses for the event. To stay within budget, Zeno Group selected a venue that also offered food and rented most of the event props. Note: preliminary research fell outside of this budget.
- **Health Care Practitioners:** Zeno was given access to two credible Health Care Practitioners (HCPs), Dr. Yolanda Kirkham and Dr. Hassan Shenassa. These HCPs were leveraged to participate in a panel discussion following the comedy show. They were further utilized as a quotable source for media materials and interview opportunities following the show.
- **Time:** Zeno planned and executed the Heavy Period Talk Comedy Show within five months. In order to avoid last-minute urgency, most event logistics were managed within the first four months.

CADILLAC FAIRVIEW – Blue Monday

Entrant's Name: Anna Ng	Division/Category: Division 2: Communication Skills Category 19: Special Events
Organization: Cadillac Fairview	Time Period: January 15, 2018
Team Members: Anna Ng, Karen Jalon, Janine Ramparas, Jag Singh, Vanessa Jenkins, Rob Hogan	
Project Description: On Monday, January 15, 2018, CF rolled out a series of indoor pop-up puppy parks for Blue Monday - a day commonly referred to as one of the most melancholy days of the year. As part of this pilot program, #CFPuppyParks were introduced at TD Centre, RBC Centre & Cadillac Fairview Tower, inviting office tenant occupants to pet a puppy. CF is proud to continually provide different and inspiring experiences to create an unmatched workplace for its tenants.	

ORGANIZATIONAL OVERVIEW

Cadillac Fairview (CF) is one of the largest owners, operators and developers of best-in-class office, retail and mixed-use properties in North America. The CF portfolio is owned by the Ontario Teachers' Pension Plan, a diversified global investor which administers the pensions of more than 323,000 active and retired school teachers.

WHY THIS PROJECT?

CF was committed to executing a lively event with a focus on tenant engagement. As part of the its Corporate Responsibility program, CF rolled out a series of indoor puppy parks at Toronto-Dominion (TD) Centre, RBC Centre and CF Tower on the third Monday of January, a day commonly referred to as "Blue Monday" (BM), the most melancholy day of the year. Tenants were invited to visit the puppy parks and the BM event reinforced CF's commitment to tenant experiences, mental health awareness, and included a \$5K donation to the Centre for Addiction and Mental Health's (CAMH) Pet Therapy Program.

AUDIENCE(S) ANALYSIS

The program catered to busy office tenants working at select Cadillac Fairview properties in downtown Toronto.

KEY MEASURABLE OBJECTIVES

1. Increase tenant engagement across Cadillac Fairview's office properties: the program surpassed its initial projection of 750 participants, bringing in a total of 1,550 attendees across the three participating properties.
2. Generate over 1M positive and branded media impressions: media attendance and positive coverage from top-tier outlets led to 6M+ earned media impressions.
3. Drive online awareness of this unique program: the use of "dogfluencers" and video content led to 278K+ social impressions and 60K+ video views.

KEY MESSAGES

- CF seeks to drive innovation to enhance the well-being of its building occupants. To add brightness to building occupants' mid-January blues, pop-up dog parks were introduced at three key properties: TD Centre, RBC Centre and CF Tower.
- This program was partly inspired by the CAMH's pet therapy program that addresses mental health issues through the use of animals; CF was pleased to donate \$5K to CAMH's Pet Therapy Program.
- A leader in Canadian retail and commercial real estate, CF is committed to delivering different and inspiring experiences, and unparalleled customer service.

PROJECT RESOURCES (BUDGET, TIME, OTHER) & HOW THEY WERE MANAGED

Program results far exceeded the benchmark KPIs that were established prior to the start of the program against a \$75K CAD budget, providing a very strong return on investment. Planning for the program took place over a two-month period and was led by CF's Corporate Communications and Corporate Responsibility teams. Most importantly, the program was very well received by attendees, with 100% of respondents stating that they agree or strongly agree the program brightened their day.

JOHNNY BOWER – Official Rink Dedication Ceremony

Entrant's Name: Lindsay Noronha	Division/Category: Division 2: Communication Skills Category 19: Special Events
Organization: City of Mississauga	Time Period: June to October 2018
Project Description: The City of Mississauga successfully hosted an official rink dedication ceremony honouring Johnny Bower, former Canadian professional hockey player and four-time Stanley Cup winner. The dedication took place on October 28, 2018 and was live streamed on the City's Facebook account. It was done in appreciation of Bower's outstanding volunteer contributions to many Mississauga-based organizations. The event was respectful yet festive and gave the Bower family a tribute of which they could be proud of.	

ORGANIZATIONAL OVERVIEW

Mississauga is Canada's sixth largest city and home to 766,000 residents and more than 86,000 businesses. The City of Mississauga boasts a vibrant waterfront, parks, trails and recreation facilities. It is one of the most culturally diverse cities in the world, with newcomers making up 53 per cent of the population. Governed by the Mayor and 11 Councillors, the City provides services to the community in the areas of Fire and Emergency Services, Roads, Transit, Parks & Forestry, Environment, Libraries, Recreation, Land Development Services and Culture. Mississauga is an award-winning organization with more than 5,000 dedicated employees following the corporate values of Trust, Quality and Excellence.

WHY THIS PROJECT?

Johnny Bower was a former Canadian professional hockey player and four-time Stanley Cup winner. The dedication at Meadowvale Four Rinks (Rink 1), the closest arena to the Bower family home, recognized his outstanding volunteer contributions. Rink 1 is the most prominent and was also the number Bower wore throughout his Maple Leafs career. Bower encapsulated the spirit of belonging, a value embraced in the City of Mississauga. He was a phenomenal hockey player, philanthropist, coach and mentor. The dedication keeps his spirit and these important qualities and values alive in our youth and our community.

AUDIENCE(S) ANALYSIS

Primary: Mississauga residents, including athletes and sport fans between the ages of 10 and 65. This group is interested in a local hockey legend, enjoys community events and skating. Through audience research (Work Sample 1), it was found that residents preferred to be communicated through media and social media. This allowed us to tailor the communications approach.

Secondary: City staff between the ages of 25 and 70. This group also includes staff from the 3-1-1 Citizen Contact Centre who were able to help leverage key messages about the event. Through informal research, they preferred to be communicated to through face-to-face meetings, emails, calls or the intranet.

KEY MEASURABLE OBJECTIVES

- 1) Build awareness by reaching four media stories with 1.5 million media impressions. Result: Eight media hits, more than 2.4 million impressions (Exceeded target by 50 per cent and 60 per cent respectively). (Work Sample 3)
- 2) Generate online awareness and engagement through Facebook Live by reaching 3,000 impressions, 1,000 views and 300 engagements. Results: 5,329 impressions, 1,519 total views and 534 engagements. (Exceeded target by 78 per cent, 52 per cent and 78 per cent respectively) (Work Sample 3)
- 3) Fill rink to capacity. Result: All 300 spaces in the stands and 100 people watching from lobby screens. (Exceeded target by 33 per cent). (Work Sample 3)

KEY MESSAGES

- We are honoured to have the opportunity to recognize Johnny Bower – his spirit of encapsulating belonging, mentorship and volunteering are values embraced by the City of Mississauga.
- Johnny Bower was a Canadian hockey icon and one of Mississauga's great sports philanthropists -- Mississauga is home to many past and present sports professionals and community focused residents.
- Join us for FREE skating -- Start with the dedication and end with free, family fun. The fun lasts all day long.

PROJECT RESOURCES (BUDGET, TIME, OTHER) & HOW THEY WERE MANAGED

No budget was allocated for this dedication. Community partners and the Ward Councillor secured donations to deliver key elements like the custom-designed Johnny Bower logo and community posters. In-house staff talents were used for the delivery of audio/visual elements, resulting in a savings of more than \$15,000 (Work Sample 5). Staff also took on additional roles to execute day-of logistics including parking, set-up/take-down and photography (resulting in an estimated savings of \$2,000). A small dedicated team, from three departments, spent five months planning and executing this important dedication.

SOLUTIONS ONLINE

Entrant's Name: Erin MacDonald	Division/Category: Division 2 – Communications Skills/Category: 19 Special Events
Organization: Weber Shandwick Canada	Time Period: October-December 2018
Project Description: How does Canadian Tire (CT) become “Canada’s Christmas Store”? By creating an immersive experience showcasing the brand’s wide toy selection, in-house décor and kitchenware lines to increase consumer awareness. Welcome to the Canadian Tire Christmas House—a magical house in Toronto’s popular Leaside neighbourhood, fully outfitted with the latest from the CANVAS Christmas décor, Paderno kitchenware lines, and must-have toys for under the tree. This over-the-top Christmas haven invited media and influencers to visit, and acted as editorial and social inspiration for content capturing ahead of the holiday season—ultimately driving consideration and point of sale growth across all featured product lines.	

Entrant's Name: Nicole Yeomans	Division/Category: Division 2: Communication Skills Category 20: Digital Communication
Organization: Manulife	Time Period: Spring 2018
Team Members: Natalie McKeown, Sherri Dmyterko, Carolyn Zaum, Nicole Yeomans, and David Marcus	
Project Description: Solutions online is a free resource to help advisors connect and share financial planning info with clients outside of a traditional office environment. Solutions online includes a robust content library (articles and videos designed to resonate with clients), the ability to create a custom profile, build contact databases, create and track email campaigns, post links to websites or social media. Clients are prompted to view Solutions content via an email sent by their advisor, or through a link on the advisor’s website or social media, reinforcing the advisor as a source of trusted information.	

ORGANIZATIONAL OVERVIEW

Manulife is a leading international financial services group with operations in Canada, Asia and the U.S. Our Canadian division serves one in five Canadians, providing financial advice, insurance, as well as wealth and asset management solutions to individuals, groups and institutions, sold mainly through independent advisors.

WHY THIS PROJECT?

A free resource, Solutions online helps advisors connect with and share financial planning info with clients outside of a traditional office environment. The site was upgraded for a better user experience - access to over 180 articles, videos, and worksheets designed to resonate with clients aligned with financial solutions from Manulife, easier to create and track campaigns, post links to websites, newsletters or social media, build contact databases, better advisor branding. Advisors can promote their value by motivating prospects/clients to speak about financial issues that matter to them.

AUDIENCE(S) ANALYSIS

The audience is Canadians at every stage of the financial life cycle. Wealth builders (25-40) focused on managing their day to day finances, paying off debt or saving for a home. Wealth accelerators (40-55) who want to reduce debt, save for retirement and protect loved ones. Wealth preservers (55+) focused on saving for retirement or generating a steady retirement income, reducing income tax and leaving a legacy. Small business owners focused on growing their companies while balancing personal finances. And of course, advisors who wish to illustrate important financial concepts for clients.

KEY MEASURABLE OBJECTIVES

- 1) Increased awareness of upgraded Solutions online - advisor logins increased by 25%. Old Solutions site (Jan – May 2018): 1276 advisor logins, upgraded Solutions online (June – Dec 2018) 4067 advisor logins, and 1393 unique logins (220 % increase).
- 2) Increased usage of content from the new site by 15%. Old Solutions site (Jan – May 2018): 2363 emails sent, upgraded Solutions online (June – Dec 2018) 21,304 emails sent – an increase of a whopping 800%.

KEY MESSAGES

- 1) Manulife is a customer-centric organization with a keen understanding of Canadians and the financial solutions they need.
- 2) Advisors are experts and are there to guide clients. Solutions helps advisors promote their value and build relationships with clients and prospects, allowing them to make appropriate product recommendations for their clients.
- 3) Speak with your advisor. Motivates clients and prospects to speak with advisors about financial issues that matter to them and creates opportunities for communication touchpoints throughout the year.

PROJECT RESOURCES (BUDGET, TIME, OTHER) & HOW THEY WERE MANAGED

Managed by 2 full-time employees of the Advisor Experience Communications team, in collaboration with different contributors within Manulife and externally. These include subject matter experts from different departments, compliance, writers, designers, translators, and web partners. Each issue follows a detailed project timeline with built-in contingency time. The Spring 2018 edition was the first to be released on the new platform, developed and published within 5 months, under budget. Overall annual budget of \$350,000, includes platform costs of (updates & maintenance): \$123,000.

RTO/ERO – Liaison E-Newsletter

Entrant's Name: Stefanie Martin	Division/Category: Division 2: Communication Skills Category 20: Digital Communication
Organization: Retired Teachers of Ontario (RTO/ERO)	Time Period: February 2018 to February 2019
Team Members: Stefanie Martin, Danielle Norris	
Project Description: The Liaison e-newsletter is one method used by RTO/ERO to connect with our members. Liaison is emailed bi-monthly to over 48,000 members in English and French. The Liaison e-newsletter aligns with RTO/ERO's strategic goals: To be a trusted voice, and to improve the lives of members and seniors. Each e-newsletter features nine articles on average, covering topics including: health and wellness, human interest stories, RTO/ERO Foundation updates, RTO/ERO insurance benefits information, travel, news and membership information, tip lists, advocacy and volunteering, and a new feature – an RTO/ERO staff-member profile.	

ORGANIZATIONAL OVERVIEW

The Retired Teachers of Ontario (RTO/ERO) is a not-for-profit, bilingual, full-service voluntary organization that has been around since 1968. Our 78,000 members are employees and retirees from the broader education community, including, but not limited to: teachers, principals, administrators, custodians, bus drivers and professors. We provide a foundation of health, wellness and travel benefits so members can explore their life journeys with confidence. RTO/ERO funds research and drives advocacy campaigns to advance the issues of seniors and increase their contribution to society at every age. Every one of our members has spent their careers serving the future through learning, caring and support. With RTO/ERO they are part of a supportive community that continues to work together.

WHY THIS PROJECT?

The purpose of the Liaison e-newsletter aligns with RTO/ERO's goals: "To be a trusted voice" and "to improve the lives of members and seniors." Results from an RTO/ERO Liaison readership survey revealed 75.98% of respondents agree that they benefit from reading the information provided in Liaison articles and 83.57% of respondents agree that Liaison is a trusted source on healthy aging topics. We also learned that email communication is the number one preferred format in which our members wish to receive information from RTO/ERO; this information was gathered through an RTO/ERO member survey.

AUDIENCE(S) ANALYSIS

The primary audience for Liaison is RTO/ERO members. Data from the RTO/ERO customer relations management (CRM) system shows our membership is 67% female and 33% male with an age-range of 55-64 years (15%), 65-74 years (48%), 75-84 years (27%), 85+ years (10%). Members are intelligent, loyal, caring, fun-loving and vibrant. Our research shows that their interests include health, wellness, active lifestyle, travel and volunteering; as such Liaison articles are tailored to these interests. Members are tech savvy, with analytics showing the average open rate of Liaison on a mobile device is 61%.

KEY MEASURABLE OBJECTIVES

Objective 1: 80% of readers agree that the e-newsletter is a trusted source on healthy aging topics. Result: 83.57% of respondents agree that Liaison is a trusted source on healthy aging topics (source Liaison readership survey). This highlights the importance and favourability Liaison has amongst members. Objective 2: 50% of readers share Liaison with at least one other person. Result: 48.36% of readers share Liaison with at least one other person (source Liaison readership survey). Tactics encouraging sharing to be implemented in order to continue to improve these results.

KEY MESSAGES

Message 1: RTO/ERO encourages healthy active living and living your best life. Liaison articles cover various health and wellness topics to support and convey this message. Message 2: RTO/ERO is an advocate for seniors nation-wide. Liaison conveys this message through updates on the Vibrant Voices political advocacy campaigns and updates from the RTO/ERO Foundation. Message 3: retirement does not mean we stop learning, contributing and connecting. Liaison articles are written to be encouraging and inclusive to all members

PROJECT RESOURCES (BUDGET, TIME, OTHER) & HOW THEY WERE MANAGED

Liaison is created in-house, with the largest resource being staff time. On average one Liaison takes about 28 hours or 3.5 work days of RTO/ERO staff time: brainstorming, writing, editing, formatting, image sourcing, set up. Translation takes another 7-15 hours depending on content. Articles are edited by the Marketing Communications team to ensure consistency in style and voice. Research shows that Liaison is a high-impact publication for modest resources, with articles leveraged for content for other platforms. A third party sells the ad space in Liaison and provides the finished creative.

MANULIFE – Advisor Focus

Entrant's Name: Nicole Yeomans	Division/Category: Division 2: Communication Skills Category 21: Audio/Visual
Organization: Manulife	Time Period: Spring 2018
Team Members: Peter Ward	
Project Description: Advisor Focus is a thought leadership-based publication distributed to 25,000 Financial and Insurance advisors across Canada. The publication focuses on providing thought-provoking content that advisors can use to educate clients. Thought leadership, practice management and product articles are combined to provide advisors with up to date information on current market trends, business ideas and the latest products from Manulife.	

ORGANIZATIONAL OVERVIEW

Manulife is a leading financial services institution with operations in Canada, Asia and the U.S. Our Canadian division serves one in five Canadians, providing financial advice, insurance and wealth management solutions to individuals and business owners, sold mainly through independent advisors.

WHY THIS PROJECT?

Published twice a year, and available in print and digital format on Manulife's AdvisorCafé app, the Advisor Focus was developed to help advisors provide financial counsel to clients year-round. The resource provides the latest thought leadership articles from subject matter experts across the organization.

AUDIENCE(S) ANALYSIS

Approximately 40,000 independent advisors across Canada. These are professional investment and insurance advisors who provide counsel to Canadians for their wealth and asset management and insurance planning needs.

KEY MEASURABLE OBJECTIVES

1. Achieve a 70% advisor satisfaction rate: According to Manulife's 2018 Advisor Communications Survey, the guide has an 80% advisor satisfaction rate for providing tools and information to best meet clients' needs.
2. Double advisor engagement adding a digital version of the guide to the AdvisorCafé app. This allows for article and video sharing. Giving the advisor a truly digital experience.

KEY MESSAGES

1. Manulife helps people achieve their dreams and aspirations by putting customers' needs first and providing the right advice and solutions.
2. The tools and support Manulife offer complement advisors' expertise to provide honest, transparent advice to Canadians.
3. The partnership Manulife has with advisors is pivotal to the company's success.

PROJECT RESOURCES (BUDGET, TIME, OTHER) & HOW THEY WERE MANAGED

Managed by one full time employee on the Advisor Experience team, in collaboration with internal subject matter experts and external contributors (for design, translation, and print). The production followed a detailed four-month timeline with built-in contingency time. Print and digital versions of the 2018 edition in both English and French were produced on budget.

MARKHAM VOTES ONLINE

Entrant's Name: Cyrus Mavalwala	Division/Category: Division 2: Communication Skills Category 21: Audio/Visual
Organization: Advantis Communications	Time Period: August - October, 2018
Team Members: Michael Blackburn, Ernesta Rossi, Stephen Keller, Cyrus Mavalwala	
Project Description: The City of Markham, Canada's 16th largest city, is a multiculturally diverse community. The City has been a leader in digital democracy since the early 2000s and continues to strive to provide barrier free, accessible and convenient voting for people. For the municipal elections in October 2018, the City wanted to make potential voters aware that it was easy to cast a ballot online as they wanted to divert people from brick and mortar voting assistance stations to voting online. In fact, 2018 marked the first time that people could register for the voting list entirely online.	

ORGANIZATIONAL OVERVIEW

The City of Markham, Canada's 16th largest city, is a multiculturally diverse community. The goal was to make it as easy as possible for people to exercise their democratic right to vote in the October 2018 municipal elections. One of the improvements was to enhance the online experience for people who wanted to confirm if their name was on the Voters' List. The City planned a multi-channel campaign designed to encourage people to vote online. The overall campaign included a variety of tactics from billboards and posters to live events. The City asked Advantis to produce videos to be primarily used as advertisements on the City's English only social media channels (Facebook & Twitter). The City also wanted the content to be evergreen so it could also be used for future elections.

WHY THIS PROJECT?

With the goal of increasing voter turnout, the City wanted to divert people from brick and mortar voting assistance stations to voting online by providing a barrier free, accessible and convenient experience to cast a ballot. They planned numerous offline tactics, but videos were requested to help drive the message online in an easy-to-digest format. Live shoots with employees were requested, but Advantis recommended using stock video imagery with text in a series of videos that would sustain interest throughout the build up to the voting days, while delivering key messages in sequence.

AUDIENCE(S) ANALYSIS

The Videos needed to reflect the multicultural make-up of "Canada's most diverse city". The 3 most pertinent criteria to be eligible to vote included being a Canadian citizen, 18 years of age or older & a resident of the City. Significant effort was made to use imagery & scenarios that accurately reflected the ethnicity, ages and popular community activities such shopping, dining & travelling. According to census & City data the typical voter is married with 2 children with a median household income of over \$125,000. Social media content was English only as per City policy.

KEY MEASURABLE OBJECTIVES

- Produce videos to help motivate at least 60% of voters to cast their ballot online.
 - RESULT: 91% of voters cast their ballot online in 2018, compared to 7% in the 2014 election.
- Produce videos that reflect the cultural diversity and are relatable to voters' everyday lives.
 - RESULT: Based on audience research, Advantis created vignettes that depicted the audience's cultural diversity, lifestyle choices and their common perception of not having enough free personal time.
- Produce videos that deliver key messages without a voiceover as the vast majority of social videos are played without sound.
 - RESULT: All videos that Advantis produced quickly deliver the key messages regardless of whether the sound is on or off.

KEY MESSAGES

There were 3 phases to this video campaign, each with a specific message for voters.

- Phase 1 message: Confirm you're on the Municipal Voters' List. (call to action)
- Phase 2 message: Skip the lines, vote online. (benefit)
- Phase 3 message: Vote online now anywhere, anytime. (call to action)

For phases 1 and 2, Advantis made 3 different videos to keep things short and fresh on social media. For the City website (MarkhamVotes.ca), Advantis optimized the videos by combining each of the three short videos into a longer, 30-second video.

PROJECT RESOURCES (BUDGET, TIME, OTHER) & HOW THEY WERE MANAGED

With a \$6,000 budget, Advantis recommended using stock imagery & motion graphics instead of the requested live shoots with City employees. To engage potential voters with a constant flow of fresh content on social media, Advantis made multiple vignettes (9 videos). This allowed for videos with different scenarios to drive the same message home -- not boring the viewer by repeatedly having them watch the exact same video. For the City website, Advantis stitched together these scenes to create longer 30-second videos. To minimize costs & ensure consistency, Advantis leveraged stock imagery to avoid a live shoot, edited the same piece of stock footage to use it in 2 separate videos, remixed & reused music tracks, developed one graphical theme which was reused in each phase and more.

TOWN OF NEWMARKET – 2018 Municipal Election

Entrant's Name: Philip Zambito	Division/Category: Division 2: Communication Skills Category 21: Audio/Visual
Organization: Town of Newmarket	Time Period: 2018
Project Description: The Town of Newmarket created a video series to promote the new voting method for the 2018 Newmarket Municipal Election. We wanted to let the community know that they no longer need to go to a voting location to submit their ballot in the Municipal Election. Newmarket voters were able to vote in the 2018 Newmarket Municipal Election from anywhere in the world so long as they had their Voter Instruction Letter and an internet connected device (computer/tablet/mobile device) or touch-tone phone.	

ORGANIZATIONAL OVERVIEW

The Town of Newmarket is located in southern Ontario and is home to over 85,000 residents. Newmarket has consistently been named one of the Best Places to Live in Canada by MoneySense Magazine and has garnered an international reputation for being one of the country's most dynamic, diverse and desirable towns to live and work in. Newmarket is also widely considered a progressive place with a reputation for environmental sustainability, collaboration, creativity and innovation. The Town of Newmarket is proud of its reputation for delivering top-quality services and programs to our residents. Newmarket offers a wide variety of amenities to ensure the quality of life in our community is second to none. Newmarket, Ontario is right for so many reasons.

WHY THIS PROJECT?

For the first time ever, Newmarket voters were able to submit their ballot in the municipal election either online or by phone. Newmarket was the first municipality in York Region to adopt a fully electronic ballot system for the 2018 Municipal Election. The change in voting methods impacted several stakeholders and therefore required a robust marketing and communications plan. The purpose of the videos were:

- 1) To communicate the change in voting methods with our audiences by ensuring that they know that they can vote anywhere, so long as they have their Voter Instruction Letter.
- 2) Visit our website newmarket.ca/vote for more information.

These innovative videos were posted on all Town of Newmarket social media platforms and were commented on, shared, liked, and retweeted by many.

AUDIENCE(S) ANALYSIS

The audiences for this project were:

1. Newmarket voters - They were our largest stakeholder and this was a significant change to what they are used to when voting in an election. We needed to ensure that they were aware of this change in voting method.
2. Candidates - We wanted to ensure that candidates in the 2018 Newmarket Municipal Election were aware of the change in voting method and that they were able to assist us in communicating this change to their constituents.
3. Media - Our goal was to get media to share our video through their channels and capture their attention with the hopes that they feature us in the news.
4. Staff - We also wanted to ensure staff were aware of this change and can act as ambassadors to help us spread the word and share the information with the public.

KEY MEASURABLE OBJECTIVES

1. Educate voters about being able to skip the line and vote from home in the 2018 Newmarket Municipal Election. We reached over 4,000 people on social media which we were very satisfied with.
2. Increase visits to our website for voters to learn more about the 2018 Newmarket Municipal Election. After posting, we received over 150 visits to our website where people were able to learn more.

KEY MESSAGES

1. Newmarket is internet and telephone voting for the 2018 Newmarket Municipal Election.

2. Skip the lines and vote from the comfort of your own home this Municipal Election.
3. Voting is open from 10 a.m. on October 13 to 8 p.m. on October 22. For more information, visit newmarket.ca/vote

PROJECT RESOURCES (BUDGET, TIME, OTHER) & HOW THEY WERE MANAGED

We were lucky to have staff that are talented and knowledgeable enough to work together and come up with ideas, concepts, graphics, and script, as well as marketing and communication of the final product. This video was created internally by Town of Newmarket staff, therefore we did not incur any costs. As for the time it took to create the videos, from the brainstorming phase to publishing phase, it did not take more than a month, as there were other initiatives that Town staff were working on at the same time.

NOVARTIS: Extraordinary Life

Entrant's Name: Alexa Vogeck	Division/Category: Division 2: Communication Skills Category 21: Audio/Visual
Organization: Novartis Pharmaceuticals Canada Inc.	Time Period: October 2017 - March 2018
Team Members: Andrew Simon & Dana Singleton	
Project Description: Novartis engaged Edelman Canada to set the stage for the launch of KISQALI, a treatment for HR-positive, HER2-negative metastatic breast cancer (mBC), and help demonstrate their leadership in mBC. The Extraordinary Life short film was developed to demonstrate that even the most mundane moments in life are extraordinary ones for women living with mBC. The film was shown at pre-show screenings in Toronto and Montreal cinemas and promoted through paid media on Facebook and YouTube. The campaign greatly exceeded all target objectives, allowing Novartis to demonstrate its understanding of, and commitment to, the mBC community.	

ORGANIZATIONAL OVERVIEW

Novartis Pharmaceuticals Canada Inc. (Novartis) is a leader in the healthcare field, committed to the discovery, development and marketing of innovative products to improve the well-being of Canadians. Globally, they are also recognized as one of the leading pharmaceutical companies in oncology. For more than 20 years, Novartis has been focused on developing innovative treatments and support programs for people living with breast cancer, neuroendocrine tumours, and various forms of blood cancer.

WHY THIS PROJECT?

The breast cancer treatment landscape in Canada is highly competitive, making it difficult to obtain a strong share of voice. While Novartis has a strong legacy in breast cancer, awareness about their contributions to the metastatic breast cancer (mBC) community is relatively low. While breast cancer receives a lot of attention, mBC is often overlooked and underrepresented. The breast cancer narrative in Canada focuses on survivorship, positivity and hope. Women living with mBC often represent the opposite of this strong narrative, as their diagnosis is a terminal one. Novartis wanted to demonstrate their support of the mBC community and give women living with this disease a voice.

AUDIENCE(S) ANALYSIS

The primary target audience was women living with metastatic breast cancer (mBC) (aged 30-59). Due to the profound impact of this disease, their families, loved ones and caregivers were also targeted. The general public was also a target audience to help raise broader awareness for mBC.

In order to better understand the needs of the mBC community, interviews were conducted with seven mBC patients. These women shared many common sentiments, including a keen focus on the present. This insight sparked a critical realization – for women living with mBC, living in the now isn't just a mantra: it's an imperative. Each moment in life is extraordinary, no matter how mundane it may seem.

KEY MEASURABLE OBJECTIVES

1. Drive awareness of mBC via an integrated campaign by encouraging the target audience to view the Extraordinary Life short film.
 - 657,205 video views via Facebook and YouTube combined (300,000 projected); doubled initial campaign objectives
 - 219,212 cinema pre-show impressions in Montreal and Toronto (100,000 projected); doubled initial campaign objectives
 - 1,633,943 paid media impressions were garnered through Facebook and YouTube
 - Final CTR for web banners was 1.61%, which is well above industry standard
2. Demonstrate Novartis' commitment to, and understanding of, the mBC community.

- Novartis fostered relationships with 3 key patient groups in mBC – QBCF, CBCN and Rethink Breast Cancer.
- All 3 groups actively participated in the program and in its promotion on their social channels.

KEY MESSAGES

1. Metastatic breast cancer (mBC) is often overlooked within the broader breast cancer narrative in Canada and it's time to shine a light on this often-neglected community
2. Those living with mBC are focused on the now; support is key to helping women enjoy the 'everyday' moments
3. Novartis is committed to the mBC patient community, providing support and resources to help women living with the disease lead better lives

PROJECT RESOURCES (BUDGET, TIME, OTHER) & HOW THEY WERE MANAGED

While a project of this scope generally takes far longer to execute successfully, this campaign was launched within 4 months, meeting Novartis' timeline and staying within the projected budget. We took specific measures to ensure efficient budget management, such as a consultation call with ASC to help mitigate any potential roadblocks for the creative concept and its execution as well as working with a local production team to contain costs. Furthermore, to ensure relevancy for the target audience we worked with patient groups to validate the creative concept and gain their buy-in. Multidisciplinary collaboration between Client Services, Creative, Paid Media and Digital ensured that Novartis had expert guidance to make this project a success.

FIFTY YEARS AT THE FOREFRONT OF TEACHING ART IN MOTION

Entrant's Name: Christine Szustaczek	Division/Category: Division 2: Communication Skills Category 23 Writing
Organization: Sheridan College	Time Period: November 2018 - February 2019
Team Members: Christine Szustaczek, Keera Smiechowicz, Keiko Kataoka, Eric Grima (all fulltime, in-house staff)	
Project Description: Feature length story about the accomplished and passionate faculty members behind Sheridan's world-class Animation program.	

ORGANIZATIONAL OVERVIEW

Sheridan has grown from a local college of 400 students to one of Ontario's leading postsecondary institutions, educating 23,000 full-time and 18,500 continuing and part-time studies students every year. Sheridan attracts students from across Canada and around the world. Sheridan receives 1,500 applications for the 150 first year spots available in its Honours Bachelor of Animation degree, which turned 50 this year. The program was the first of its kind in Canada, and is widely regarded as the best. Graduates have directed films at Pixar, Disney and DreamWorks. The program's strength stems from constant curriculum reflection and renewal, hiring faculty who are artists and remain connected to industry, and a focus on life drawing, story, and filmmaking.

WHY THIS PROJECT?

Much has been written about our famous alumni. Far less is known about the professors who develop the pedagogy and whose brilliance underpins Animation's excellent reputation. The piece aimed to reveal the complexity of animation, position the faculty as experts and highlight what makes the program special. It was feature-length to be commensurate with our 50-year legacy and told in the words of the 11 subjects, to suit the blog where it appeared. It was released in February to support media pitches about our Oscar-nominated alumni. Student recruitment was not a goal.

AUDIENCE(S) ANALYSIS

47 Faculty: The unsung heroes. Work experience at Industrial Light and Magic, Disney, Pixar, DreamWorks, Nelvana.

Practicing animators and artists. Passionate and highly credentialed educators.

23 Journalists who we pitched about our 50th Anniversary and our Oscar-nominated alumni. The story aimed to deepen their knowledge about animation in general and Sheridan's program distinctions.

209,807 Followers on Facebook, LinkedIn, Twitter, Instagram and our Blog. They're students, parents, alumni, government, community members, and industry partners in Canada and around the world.

KEY MEASURABLE OBJECTIVES

Generate pride among faculty. They said: the perfect portrait, the definitive bible, taught me something, I'm in awe, I'm glad to be part of this history, there's nothing I would change, I've never read anything that puts the program in such a context.

Inspire use of article in news coverage: Canadian Press pulled details into their story, picked up by 55 outlets nationally. 8.8M reached. 100% positive tone.

Inspire 25,000 impressions and 1,500 engagements (FB, Instagram, Twitter, Linked In): 56,198 and 2,378 respectively plus 1,354 blog views (4:25 page vs. 1:20 blog post average)

KEY MESSAGES

Sheridan Animation has an extremely high standard. For 50 years, it's been a trailblazer and a world-leader. Faculty members give the program its reputation for excellence. They are artist-practitioners, dedicated educators, and passionate industry professionals. They feed off their students' creative energy and together create a connected community who want to see animation thrive.

The program is distinct and produces talented graduates because of its emphasis on storyboarding, life drawing, character design, story, technology, and end-to-end filmmaking.

PROJECT RESOURCES (BUDGET, TIME, OTHER) & HOW THEY WERE MANAGED

Story idea approved by Faculty Dean. Story was researched and written by Christine. It required 11 interviews, over 2 months to accommodate teaching schedules, holidays and availability of retirees, and review of resumes, curriculum maps and corporate material. Transcripts helped to ensure accurate quotes, leading to quicker faculty approvals. Transcription and scheduling assistance by Keera, digital publishing and social support by Keiko, photography direction by Eric. Combined staff time was 59 hours. Photography was shot by a professional for a hard cost of \$800.

VALE'S MENTAL HEALTH AWARENESS SERIES

Entrant's Name: Sherryll Sobie Cooke	Division/Category: Division 2: Communication Skills Category 23 Writing
Organization: Vale	Time Period: August 2017 to November 2017
Team Members: Sherryll Sobie Cooke, Vale News Editor, Amanda Brosseau, Public Affairs Specialist, Emily Robb, Advisor, Communications & Media, Erin Satterthwaite, Senior Direction - Communications & Community Investment, Keith Hanson, Occupational Health and Disability Management Lead	
Project Description: Vale News is a weekly newsletter for Canadian and U.K. employees of the global mining company Vale. Vale News publishes an annual Mental Health Awareness Series during the month of October to support the company's internal, global-wide campaign. In 2017, five courageous employees came forward to share stories about child abuse, undiagnosed ADD, post-partum, the psychological impact of severe childhood epilepsy (and subsequent brain surgery) and a workplace injury. Each felt very strongly that the risk of exposure and possible stigma was worth the chance of helping just one colleague suffering in silence.	

ORGANIZATIONAL OVERVIEW

With a mission to transform natural resources into prosperity and sustainable development, Vale is a global mining company with headquarters in Brazil and offices and operations in Canada and elsewhere. Vale is a leader in the production of iron ore and the second largest producer of nickel.

WHY THIS PROJECT?

Specifically, to support the Mental Health Awareness Campaign, an internal initiative that is rolled out by Vale's Ontario operations every year. More broadly, to be aligned with the company's mission to destigmatize mental health. Over the years, Vale has spent a lot of time, effort and money in addressing mental health. In 2015, Vale and the United Steel Workers launched a \$400,000 Mining and Mental Health study, and just last year the company proudly announced it is the national title sponsor of the Defeat Depression campaign, organized by the Mood Disorders Society of Canada.

AUDIENCE(S) ANALYSIS

Audience: Approximately 5,000 Vale employees working in operations and offices across Canada and the U.K. including Ontario (Toronto, Port Colborne, Sudbury), Newfoundland (St. John's, Long Harbour, Voisey's Bay), Manitoba (Thompson) and the U.K. (Clydach).

They are engineers, scoop tram drivers, geologists, HR partners, procurement and IT professionals, marketing and research analysts, process technicians, miners, executives, environmental scientists, logistics experts, administrators and more.

What we know about our readers is that no matter their occupation, cultural backgrounds, ages, levels of education and so on, mental health affects us all. According to the Canadian Mental Health Association: "Mental health affects all Canadians at some point (directly or indirectly)."

KEY MEASURABLE OBJECTIVES

Objectives: To educate, inspire empathy and to incite action.

Outcome: "Beyond... expectations," as expressed below. Plus, five of the six stories made our Top 10 stories for 2017: <https://valenews.ca/readers-choice-your-favourite-stories-from-2017/>

Feedback:

- 1) Keith Hanson, who oversees the Mental Health Awareness Campaign for North Atlantic, emailed: "The stories in Vale News contributed to employees having open conversations, to giving and asking for support, inspiring action, dialogue. It was beyond my expectations, both locally and in other regions."
- 2) Tammy Hebert, one of the employees profiled, in an open letter to colleagues: "I just wanted to thank everyone for the overwhelming support: genuinely kind emails, people stopping me in the hallways to thank me, and even hug me!"

KEY MESSAGES

Help others who may be suffering in silence right now.

Strip away the stigma that surrounds mental health.

Spark open, unfettered dialogue.

Get help. Here are five ways to do it: Vale's Employee and Family Assistance Program, the union, your community, your doctor and friends/family/colleagues.

PROJECT RESOURCES (BUDGET, TIME, OTHER) & HOW THEY WERE MANAGED

This seven-story series was executed in less than two months and took up no more budget than usual.

However, due to the sensitivities, we felt extra touch points were necessary to ensure each of the sources felt safe and comfortable throughout the process. The series ran the first week of October with an intro story from Vale's Mental Health Working Group, followed by the five stories profiling each of the employees who came forward, and was capped off with an unplanned/surprise submission by another Vale employee in the first week of November.

JUDGES

Akilah Dressekie, CMP	Kylie Anne Doerner
Amalia Kyriacou	Lauren Mostowyk
Ann Sandy	Leslyn Johnson
Anne Ptasznik	Linda Andross, ABC, MC
Audrey Holt, APR	Maliha Aqeel, PMP, SCMP
Caroline Berryman	Mary Ann Prychoda
Cathy Cowan, MBA	Maryjane Martin, APR
Cheryl Fletcher, ABC	Maureen Healey, ABC
Claire Holland	Maureen Lynch, ABC
Crystal Moss	Meline Beach
Cyrus Mavalwala, ABC, MC	Natasha Renaud, MBA
Dale Albers, ABC	Nathalie Noël
Danielle Bruce	Robert Eakins
Debra Chan	Rohini Mukherji
Diane Bellissimo	Russell Baker
Donna Harris	Sabita Singh, ABC
Emmanuelle Bleytou	Sandra , ABC
Erin Kennedy	Sandy Di Felice
Gal Wilder, ABC	Scott Tabachnick
Gerald Crowell, BPR	Sharon Wilks, ABC
Jeff Pekar	Steven Williams
Jennifer Arnott, ABC, MA	Susan Scott, ABC
Jennifer Koster	Suzanna Cohen, ABC, SCMP
Jennifer Meehan	Sheri Morgan, ABC
Jennifer Mitchell	Karen Madho
John Cappelletti, ABC, Med	Carlene Quildon
Judy Dobbs	Cathy Mitchell
Judy Lewis	
Karin Basaraba, ABC	
Katie Boland	

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