

We get there together.

RPM Phase One
Strategic Communications Plan
2019-2024



PurpleGroup

Provided by TCP/Purple Group
May 28, 2021 revised



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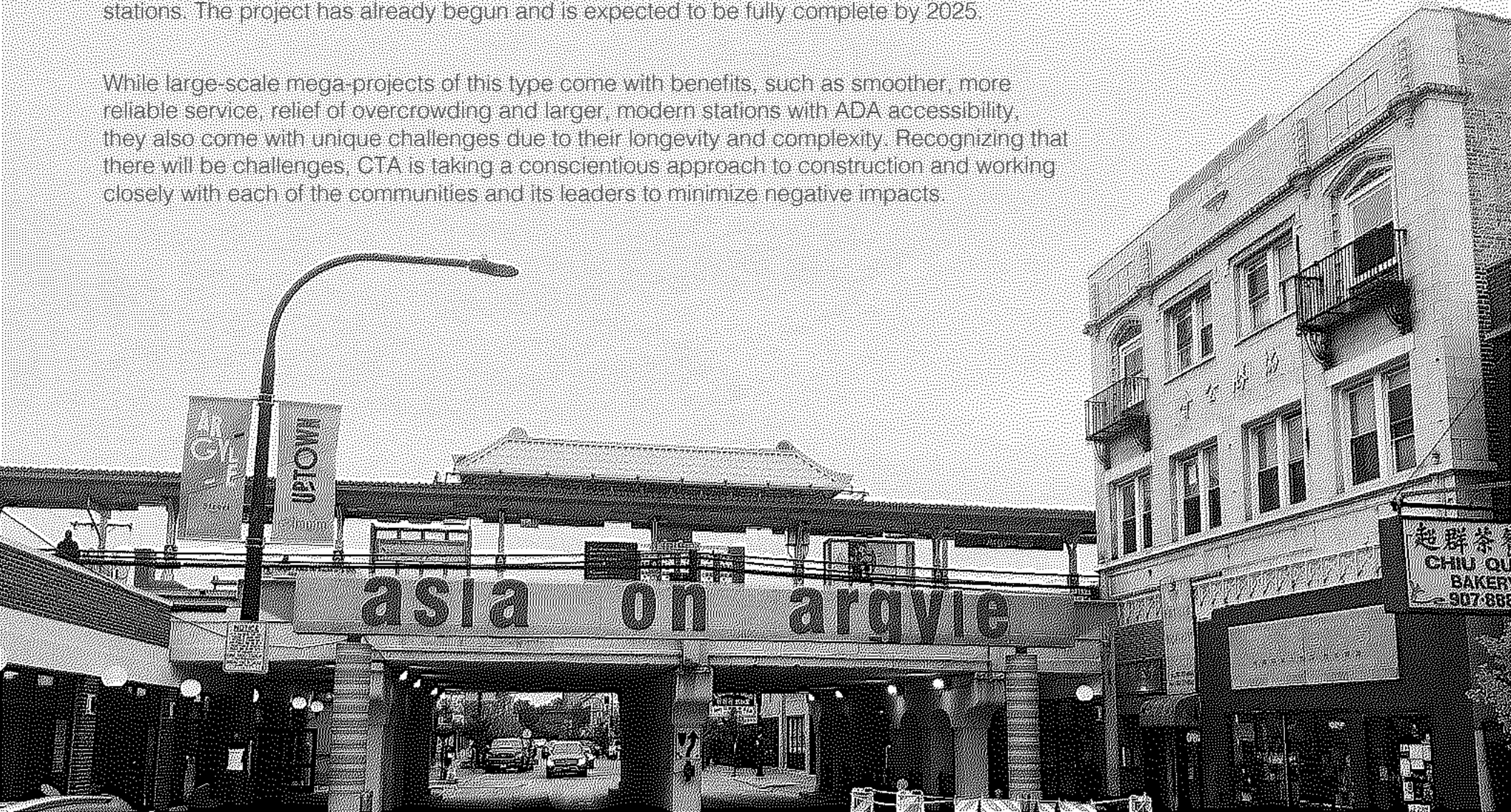


Executive Summary

It's time to rebuild our 100-year-old rail system.

The Red and Purple Modernization (RPM) Phase One Project is the largest capital investment project in CTA history with a \$2.1 billion budget. It consists of a new bypass structure just north of the Belmont Station, a complete rebuild of the Lawrence, Argyle, Berwyn and Bryn Mawr stations and the installation of a new signal system between the Howard and Belmont stations. The project has already begun and is expected to be fully complete by 2025.

While large-scale mega-projects of this type come with benefits, such as smoother, more reliable service, relief of overcrowding and larger, modern stations with ADA accessibility, they also come with unique challenges due to their longevity and complexity. Recognizing that there will be challenges, CTA is taking a conscientious approach to construction and working closely with each of the communities and its leaders to minimize negative impacts.



As part of CTA's conscientious approach, this Strategic Marketing and Communications Plan has been developed to inform and engage the impacted communities throughout the project's entirety. To inform this plan, CTA's Marketing and Communications Outreach sub-consultant, Purple Group, researched best practices of other mega-projects nationally and conducted 20 one-on-one interviews and group discussions with community anchor institutions, community members and CTA leaders. Additionally, 137 surveys were completed by residents and business owners within the project's footprint.

Insights captured highlight the high-degree of diversity present in the impact communities, each with unique needs and preferences of engagement, requiring different outreach and messaging strategies. Additionally, the transformation of the abundance of important information into relevant, timely and accurate messages for the intended audiences will be crucial. Furthermore, there was a recognition that 'it will be painful, but worth it.' Therefore, it is important for CTA and the communities to work together throughout this project.



We get there together.

This Strategic Marketing and Communications Plan consists of several strategies that will be deployed so each of the audiences – residents, riders and business owners – are receiving the right message, at the right time, via the right channel to inform, prepare and connect them to resources that will minimize impacts, support businesses and stimulate inclusive economic growth.

For the impacted residents and riders, the strategy is to proactively and transparently disseminate construction updates and other project information through a variety of channels, including public meetings and open houses, a community outreach office, block-by-block outreach, community event participation, digital marketing campaigns, and working with community partners, including local aldermen and chambers of commerce.

The strategy to support business owners impacted by construction is inclusive of developing several destination marketing campaigns that will encourage visitors, local and citywide, to shop, eat, play and explore within the project footprint. CTA will also work closely with public and private sector organizations to develop partnerships and identify other resources to best support the impacted businesses throughout the lifetime of the project.

CTA also developed a strategy to collaborate with the media to ensure that the impacted communities and the greater Chicagoland area are up to date on the overall project, as there will be a vast amount of information regarding project updates, construction impact and workforce and business development opportunities.





RPM Phase One is a historic project that goes beyond modernizing our public transportation system. It will serve as a catalyst to provide equitable opportunity and to develop diverse businesses as CTA works to ensure that the project's contractors and workforce is as diverse as its customers and the City of Chicago. It's creating a better Chicago for everyone.

This Strategic Marketing and Communications Plan will serve as the blueprint to best minimize negative impacts of a large-scale mega-project by way of community outreach, marketing efforts and consistent communications. The strategies included will help CTA and the communities 'get there together' and thrive upon the project's completion.



Background

The Red and Purple Modernization (RPM) Phase One Project is the largest capital investment project in CTA history with a \$2.1B budget that includes federal funding from a Full Funding Grant Agreement with the Federal Transit Administration. While large-scale mega-projects, such as RPM Phase One, have appealing results, they also come with unique challenges due to their size, longevity and complexity. Ultimately these projects deliver economic and societal benefits that are well worth it at the end to the affected communities.



It's time to rebuild our 100-year-old rail system.

RPM is a program to rebuild the Red and Purple lines from just north of the Belmont Station to the Linden Station. CTA has begun Phase One of the RPM Program which is expected to be fully complete by 2025 and consists of three main components:

1. Red-Purple Bypass (RPB) Project:

Construction of a new bypass just north of the Belmont station, followed by a Red and Purple line track structure rebuild between Belmont and Newport/Cornelia. Construction of the bypass began in the Fall of 2019 with expected completion in 2021. The track structure rebuild is scheduled to begin in 2021 with expected completion in 2024. The expected benefits include:

- Smoother, more reliable service by allowing for more trains to run on the tracks during any given period
- Fewer delays and relief of chronic overcrowding on the trains and rail platforms
- A modern infrastructure that replaces tracks and a junction that is more than a century old with a “closed-deck” structure that significantly reduces the noise at street level
- Improvement of the local community by creating a brighter, cleaner, safer and more pleasant pedestrian environment





2. Lawrence to Bryn Mawr Modernization (LBMM) Project:

A complete rebuild of the Lawrence, Argyle, Berwyn and Bryn Mawr Red Line stations, including the tracks and support structures. Major track and station reconstruction of the 1.3-mile footprint will begin in 2021 with expected completion in 2024. The benefits include:

- Larger stations with modern amenities such as full ADA accessibility and other improvements for customers with disabilities, including elevators and wider platforms; better lighting and customer security features; longer canopies, more benches and wind screens; and real-time information boards
- A smoother, more reliable train ride, as well as a significant decrease in overcrowding on the rail platforms
- Dramatic improvement under CTA track structures, making a brighter, cleaner and more aesthetically pleasing pedestrian environment

3. Corridor Signal Improvements (CSI):

The installation of a new signal system on six track miles between Howard and Belmont to improve CTA train flow, increase service reliability and allow for more trains to run on the tracks throughout the day.



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Research Methodology & Strategic Insights

Research

Stakeholder input informed this plan through a 'Discovery' process, which consisted of interviews, discussions and community surveys, as well as research of mega-project best practices nationally.

Methodology

Purple Group, CTA's Marketing and Communications Outreach sub-consultant, conducted a high-level marketing audit to understand current RPM Phase One communications and the existing marketing tools and channels. Interviews with project members and CTA leadership were conducted to gain a more thorough understanding of the expectations of the strategic marketing communications plan, how project success was going to be measured and the potential challenges of the project.

Purple Group also sought input from stakeholders in the RPB and LBMM Project communities through one-on-one interviews, surveys and group discussions to garner insights about how impacted communities can prepare for, mitigate through and be positioned to thrive after the construction of RPM Phase One.

20 one-on-one interviews / discussion groups were conducted, which included:

- 8 CTA team members and leaders
- 22 LBMM Project community members
- 3 RPB Project community members
- 5 chambers of commerce
- 5 social service agencies

137 community member surveys were completed, which included:

- 84 LBMM Project residents
- 39 LBMM Project business owners
- 14 RPB Project residents

Please note, given the time limitations associated with the project, the team was unable to connect with all categories of stakeholders in the impacted communities. As the project proceeds, more interviews will be conducted in the RPB Project community as well as with the following stakeholders: faith-based organizations, colleges, large properties and large hospitals and medical centers.



Strategic Insights

Communities

The impacted communities are highly diverse, requiring different outreach and 'relevant-to-them' messaging strategies. Specifically, the team should dissect information with the recognition of the different experiences of diverse communities to adequately inform communications aimed at the various audiences, e.g., modernization is assumed to be good, but it may mean displacement or lack of opportunity for some communities.

Project Perceptions

The payoff was not clear for all external stakeholders –

- LBMM Project residents: It will be worth it, but painful;
- LBMM Project businesses: It might be worth it, but painful;
- RPB Project community: Is it worth it?

Communications

There is a large volume of RPM Phase One information; transforming this information into relevant, timely and accurate messages for the intended audiences is crucial to this project.

The existing communications tools will need to be adapted/ supplemented to enable the delivery of relevant, timely, valuable information to audiences.

Stakeholder Empowerment

Incorporating stakeholder involvement (e.g., nonprofits, chambers of commerce, community-based organizations, service providers, volunteers and other resources) will advance the goals of the project and provide a path for feedback to inform strategies aimed at meeting the information needs of the various audiences.

Collaboratives

Strategic collaboratives should be established to provide a structured platform for stakeholder involvement throughout the life of the project.

A high-speed train platform with a blue, red, and purple striped track surface. The platform is made of concrete and has a blue safety strip along the edge. The train tracks are visible in the background, and a person is standing on the platform. The word "Strategy" is overlaid on the image in white text.

Strategy

Strategy

As the largest capital investment project in CTA history, RPM Phase One goes beyond modernizing our public transportation to **strengthen communities, serve riders, and stimulate inclusive economic growth.**

How to achieve the strategy

Deliver the right message, at the right time, via the right channel to **inform** stakeholders with timely, 'relevant-to-them' information that they can use to **prepare** for how construction would impact them and **connect** them to City, community, public and private sector resources and services.

CTA Commitment

For the identified audiences, RPM Phase One is a public transit mega-project that is carefully listening to the needs of the audiences and taking a conscientious approach to minimize negative impacts from the construction work. CTA recognizes that it takes a community to implement this project successfully.

We get there together.

Audiences

Primary Audiences

- Residents
- Riders
- Business Owners
- General LBMM Project & RPB Project Communities

Secondary Audiences

- Community Influencers
 - Public Officials
 - Internal
 - Anchor Institutions
 - Community-Based Organizations
 - Faith-Based Organizations
- Chicago Community

The image shows the interior of a bus, focusing on the seating area. The seats are upholstered in a vibrant blue fabric. The bus has large windows that let in bright light, creating a high-contrast scene. A vertical metal pole is visible on the left side of the frame. The overall atmosphere is clean and modern.

Residents & Riders Campaign

Residents & Riders Campaign

Large-scale mega-projects, such as RPM Phase One, directly impact communities and, more specifically, residents and riders. This group needs timely, 'relevant-to-them' information regarding the expected disruptions and negative impacts from construction, as well as access to resources to help mitigate such impacts.

Objective

Proactively and transparently provide project updates inclusive of the construction approach, impacts, disruption mitigation strategies and resources to navigate construction challenges.

Audience

Primary:

- CTA Customers who live and work in RPM Phase One footprint
- Residents
- Business owners
- Other impacted customers (i.e., Brown Line Customers)

Secondary:

- Public officials
- Anchor institutions
- Community-based organizations
- Faith-based organizations
- Community: workforce, diverse businesses

Languages

Communications will be made available in several languages based on the needs of the audiences:

- English
- Spanish
- Vietnamese
- Mandarin, Simplified Chinese

Geographic Location

Primary:

- Red-Purple Bypass (RPB) Project area
- Lawrence to Bryn Mawr Modernization (LBMM) Project area

Secondary:

- Red Line stations north of the Loop
- Purple Line stations north of the Loop
- Brown Line stations north of the Loop

Strategy

Provide timely, 'relevant-to-them' information regarding the RPM Phase One Project through a variety of channels to keep all audiences informed throughout the life of the project. The cornerstone of this strategy is the strategic framework for this overall plan – the right message, at the right time, via the right channel.

Strategic Components

1. Develop and deploy the community outreach structure
2. Develop and implement the outreach strategies
3. Develop and implement communications and campaigns
4. Develop and deploy the Community Support Taskforce



Implementation

Phase 1: Development of Community Outreach

The development of the community outreach structure is crucial to successful implementation.

Tactical Elements

1. Develop and deploy the Community Outreach structure. The outreach team will be organized groups with a team leader and additional team members. Team members will be called ambassadors, as members can be volunteers from the community as well as from the RPM project teams. The ambassadors and team leaders are expected to consistently rotate based on their availability. The following is the registration process for the ambassadors.

a. Community Outreach Team – The outreach team will be organized groups with a team leader and additional team members. Team members will be called ambassadors, as members can be volunteers from the community as well as from the RPM project teams. The ambassadors and team leaders are expected to consistently rotate based on their availability. The following is the registration process for the ambassadors:

- i. Digital Marketing – Develop a digital marketing kit to recruit non-RPM vendors and project team members as ambassadors as necessary, including:
 - Content to attract ambassadors (e.g., social media posts, eBlasts)
 - Online form to capture contact details and availability of the ambassadors
 - Reporting form to capture results of outreach
- ii. Co-Marketing – Distribute marketing kit to partners to share across their available communications channels (i.e., social media pages, newsletters)
- iii. eMarketing – Develop, manage and execute strategies to drive registration of ambassadors and solicit registration for specific events, festivals, outreach activities, etc.
- iv. Training – Training, instruction and orientations should occur 30 minutes before each outreach opportunity (see outreach strategies)

b. Community Outreach Structure and Materials

- i. Community Outreach Kits – Identify, source, purchase and assemble outreach kits. At least four (4) full kits are recommended, which would include:
 1. (1) Small portable table
 2. (2) foldable chairs
 3. (1) Tabletop display with project messaging (indoor and outdoor use)
 4. (1) 10x10, large backdrops for outdoor use
 5. (1) Tent – outdoor event tents for use at parks, block parties, etc.
 6. RPM branded accessories, such as:
 - a. Flags, banners and relevant signage
 - b. Event table cloths
 - c. Hats and t-shirts (for all ambassadors)
 - d. 'Ask Me' signs
 - e. Premiums with project contact info and website
- ii. Outreach Structure
 1. Street Team – Street teaming would consist of activated ambassadors from the Outreach Team in the community carrying 'Ask Me' signs, walking around high-traffic areas, bus stops, retail stores, large apartment buildings, senior centers, etc., to connect and inform residents and riders.
 2. Community Events – Create a list of community events and collaborate with partners and public officials to see if the outreach team members can join their booth during events. Set aside a budget to pay for participation at well-attended and timely community events.
- iii. Informational Materials Distribution – Create outreach materials throughout the project with specific information about impacts, construction schedule, service notifications, public meetings, etc.:
 1. Palm cards
 2. Flyers
 3. Brochures
 4. Doorhangers
 5. Posters
 6. Banners / signage
 7. Cost-effective premiums with project contact information.





iv. Measurement – The team lead will be responsible for ensuring that images are captured and reporting forms are completed for every event.

2. Develop and define outreach strategies and implementation.

The following is a range of strategies to deploy based on the construction schedule and community impacts.

- a. **Pop-Ups** – Casual intercepts within targeted areas in which the community outreach team is approachable and interactive with passersby.
- b. **CTA Station Intercepts** – Ambassadors are at CTA stations to provide information to riders regarding construction impacts and where to go for information and to learn about service disruptions and re-routes.
- c. **Community Events** – Create a schedule of community events and organize participation to provide informational materials and promotional items. Examples include CTA Booth at Argyle Night Market, EdgeFest, Bands on Bryn Mawr, etc.
- d. **Block-by-Block Outreach** – Block-by-blocks is hyperlocal and could utilize ambassadors to walk the directly impacted blocks with ‘Ask Me’ signs.
- e. **Co-Marketing** – Partners such as Aldermen and Chambers of Commerce should be used to distribute impact information across their available communications channels specific to their constituents/communities.
- f. **Supporting Communications** – Supporting communications would be deployed to keep audiences informed. This may include project updates to stakeholders, RPM team announcements or communications and any other supplemental outreach efforts such as Construction Activity Notices (CANs), doorhangers, flyers, etc.
- g. **Public Meetings & Open Houses** – Public meetings, open houses and virtual meetings are more formalized events hosted by CTA to help inform, prepare and connect residents and riders to resources.

The logo consists of the lowercase letters "cta" in white, centered within a blue circle.

Ask Me

about the
Red and Purple
Modernization
Phase One Project

The logo features the lowercase letters "rpm" in a stylized font, with a red arc above the "r" and a blue arc above the "p".The logo consists of the lowercase letters "cta" in white, centered within a blue circle.

Ask Me

about the
Red and Purple
Modernization
Phase One Project

The logo features the lowercase letters "rpm" in a stylized font, with a red arc above the "r" and a blue arc above the "p".



- i. Timing – Public meetings, open houses and virtual meetings would be aligned with construction impacts and major project updates that need to be communicated. It is expected that the meetings would be held bi-annually, as well as one month before any major construction impacts.
- ii. Outreach Components – Each public meeting, open house or virtual meeting has three major community outreach components, which are:
 - i. Pre-Event Engagement
 1. Event Page – Eventbrite or Eventzilla should be utilized to establish the public meeting, open house or virtual meeting digitally. These platforms allow for community members to register for the event and for the RPM team to track expected attendance.
 2. Mailchimp E-Blast Invitations – Mailchimp should be utilized for e-blast invitations to the public meeting, open house or virtual meeting. This platform allows the message to include visuals and a link to the event page. This platform also allows for the RPM team to track who has or has not opened the invitation and resend accordingly.
 3. Social Media – Social media posts should be created to share via the RPM social media channels to inform residents and riders of these events.
 4. Flyers and Posters – Flyers and posters should be created and distributed among the community at locations such as aldermanic offices, the local chambers of commerce and impacted stations.
 5. Co-Marketing – Partners should be provided with a communications kit (e.g., flyer, social media posts, short content for newsletters) that they can leverage across their various communications channels to inform the residents.

6. Public Relations – Public relations efforts can be utilized to encourage the media to publish information regarding the public meeting or open house.

ii. Event Engagement – Event engagement is any communication that is done during the public meeting, open house or virtual meeting to ensure that the community members are being informed, prepared and connected to resources. The following tools should be utilized for event engagement:

1. Sign-In Sheets
2. Exhibit Boards
3. Presentation Decks
4. Surveys

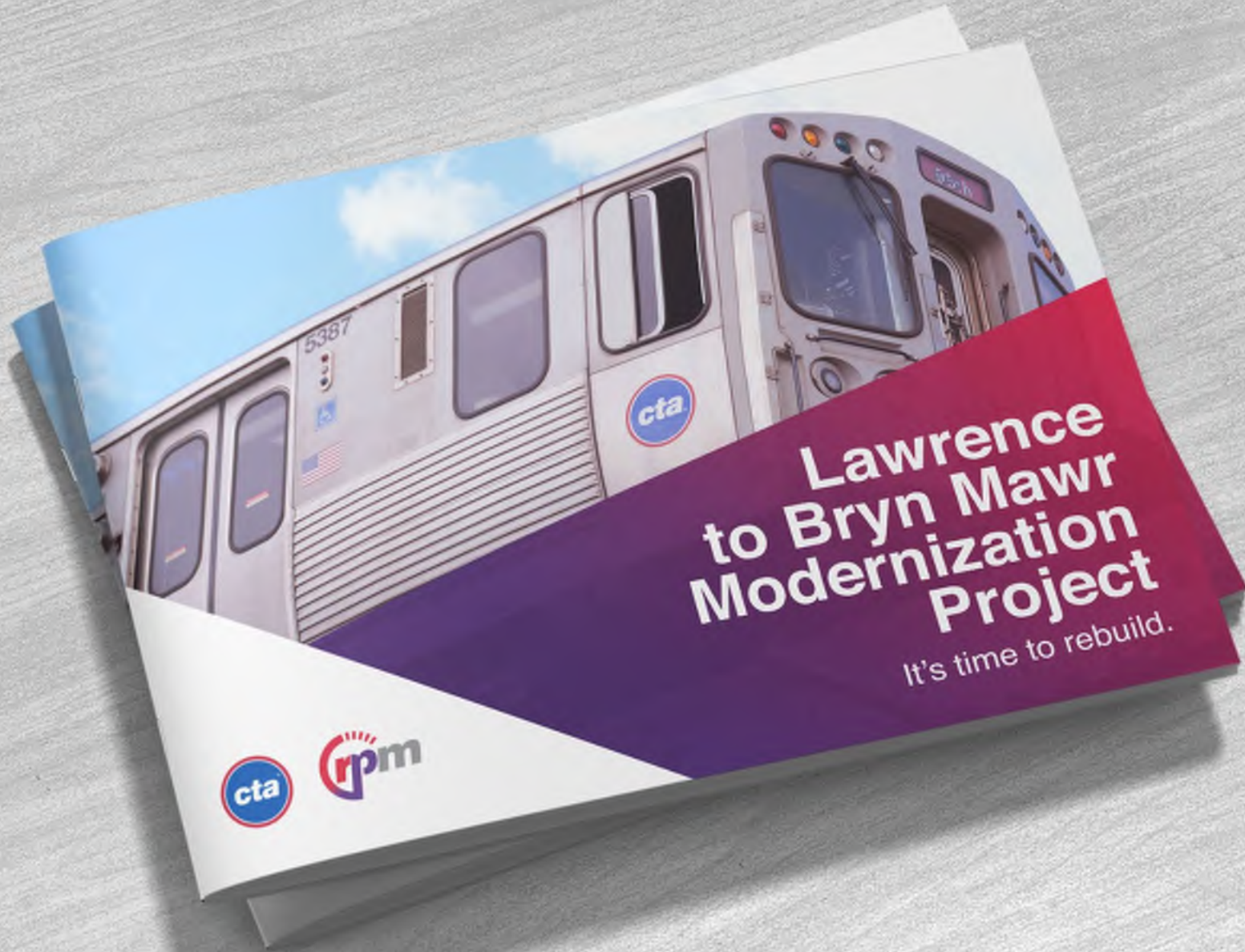
iii. Post-Event Engagement

1. Mailchimp E-Blast Thank You – Mailchimp should be utilized to send attendees a Thank You email
2. Surveys – Digital surveys should be distributed to attendees after the event to gather feedback regarding the public meeting, open house or virtual meeting. Surveys should be short and easy to complete.
3. Digital Informational Materials – Informational materials distributed during the event should be made available digitally and shared with community members in the Thank You emails and on the website.

iii. Measurement – Success can be measured by the number of attendees, surveys completed, emails collected, etc.

h. Outreach Office – To ensure a local presence, CTA will open a local RPM Outreach Center at 5137 N. Broadway. This space will allow the RPM team to be approachable and available to residents and riders. Additionally, the area can be utilized for RPM community engagement, as needed.





**Lawrence
to Bryn Mawr
Modernization
Project**
It's time to rebuild.



It's time to rebuild our 100-year-old rail system

We know that any large-scale project of this nature asks a lot from the community. Therefore, we have taken a mindful approach to construction and are doing what we can to minimize disruptions and negative impacts. Though this project will be worth it when it's done, we firmly believe that what we do today and along the way is just as important.

We get there together.

What you can expect.

The new structure will be built in halves. Stage A and B, to have as few service disruptions as possible, while minimizing community impacts.

Stage A construction focuses on the east half of the tracks and Stage B on the west half. The Pre-Stage work already underway makes systems and track improvements to shift from the current four-track system to a two-track system in advance of Stage A work.

CTA's Commitment.

CTA requires the contractor to perform the following to minimize community disruptions:

- Use construction methods and equipment that limit impacts
- Provide alternative parking to affected residents
- Prohibit construction workers from using street parking
- Maintain two temporary CTA stations throughout the life of the project
- Open a local RPM Outreach Center to connect with individuals and businesses





RPM 小企业支持

购物 餐饮 娱乐 探索
劳伦斯至布林莫尔现代化项目
Lawrence to Bryn Mawr Modernization Project



RPM Small Business Support

Shop. Eat. Play. Explore.
Lawrence to Bryn Mawr
Modernization Project



Hỗ Trợ Doanh Nghiệp Nhỏ RPM

Mua Sắm. Ăn Uống. Vui Chơi. Khám Phá.
Ăn Hiện Đại Hoá Từ
Lawrence Đến Bryn Mawr



Small Business Brochure

Community Outreach Matrix – the following matrix combines the outreach strategies mentioned previously and aligns them with construction impact levels for best implementation efforts.

Outreach Strategy	Impact Type		
	Priority 1 - High Impact	Priority 2 - Moderate Impact	Priority 3 - Low Impact
Pop-Ups	Begin four weeks before impact	Begin two weeks before impact	N/A
Station Intercepts	Begin four weeks before impact	Begin two weeks before impact	N/A
Community Events	Begin attending 3-4 weeks before impact	N/A	N/A
Block-by-Blocks	Begin hosting four weeks before impact	Begin organizing two weeks before impact	Activate as needed, 2-5 days before impact
Co-Marketing	Send co-marketing kits to partners 3-4 weeks before impact	Send co-marketing kits to partners 1-2 weeks before impact	Send co-marketing kits to partners 2-5 days before impact
Public Meetings / Open Houses / Virtual Meetings	Host 3-4 weeks before impact	N/A	N/A
Door Hanging	Distribute 3-4 weeks before impact	Activate as needed, 1-2 weeks before impact	N/A
CANs	Email/post CANs 3-4 weeks before impact	Email/post CANs 1-2 weeks before impact	Email/post CANs 2-5 days before impact
Outreach Office	Have information available on-site 3-4 weeks before impact	Have information available on-site 1-2 weeks before impact	Have information available onsite 2-5 days before impact

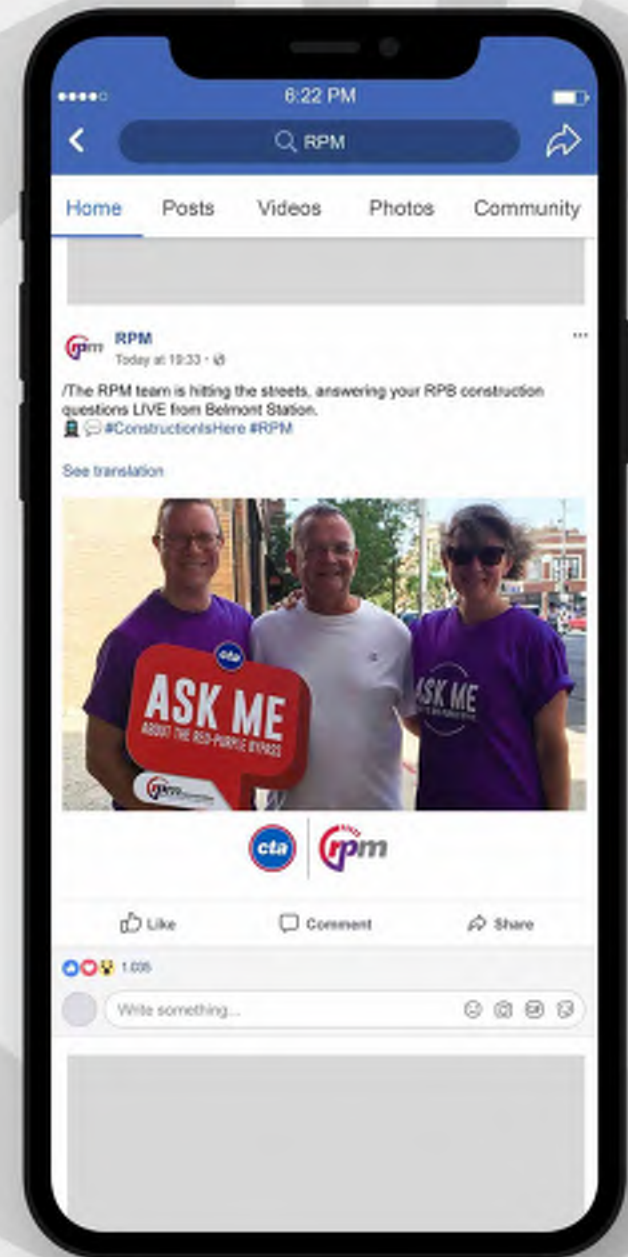
Phase 2: Implementation of Community Outreach Strategies & Campaigns

All campaigns should be structured to provide information to residents and riders and should align and evolve with construction impacts.

Tactical Elements

3. Develop and implement communications and marketing campaigns to support outreach strategies. Marketing campaigns, along with consistent, timely communications strategies, will be used to provide information to residents and riders. By utilizing out of home (OOH) media placements, the CTA stations and digital advertising tactics, marketing and communications campaigns can reach community members and riders in their own spaces (i.e., during their commute, while out in the community, on their phones, etc.).

- a. Communications Strategies** – To enable the strategy, specific marketing communications structures should be developed along with supporting tools and a contact database.
 - i. CAN Updates – Ongoing digital CANs will be created to inform residents and riders of construction impacts (supplemented with physical CANs).
 - ii. Social Media – The CTA and RPM social media channels should be leveraged.
 - iii. RPM Website – CANs, eBlasts and public meetings should direct to the website for more details and additional information.



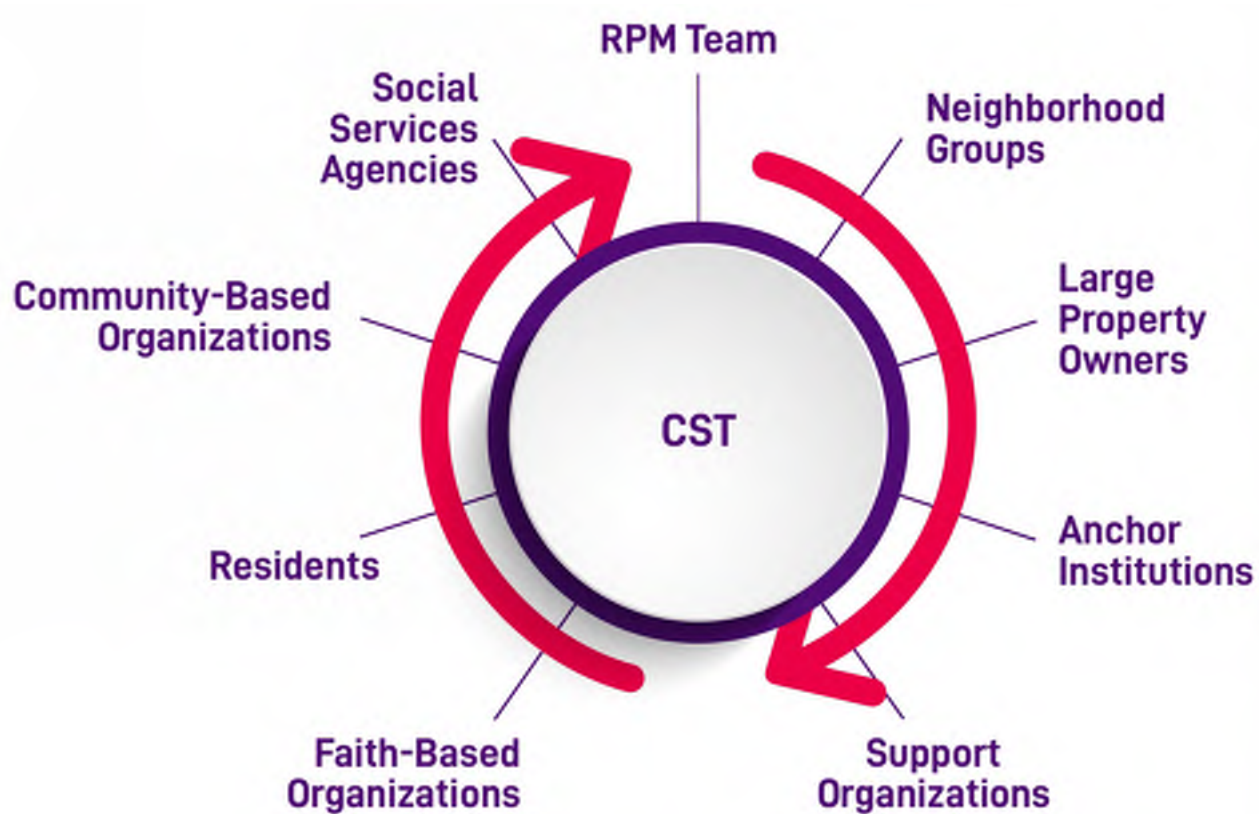


b. Resident and Riders Campaign – This campaign will be created to inform residents and riders how and when they will be impacted and provide resources and information to navigate construction challenges.

i. Construction is Here campaign

- a. Develop Creative Concepts & Assets
- b. Develop Media Placement Strategy
 - i. CTA OOH placements:
 1. CTA stations
 2. LED screens
 3. Transit Ads, unsold inventory
 4. Community locations

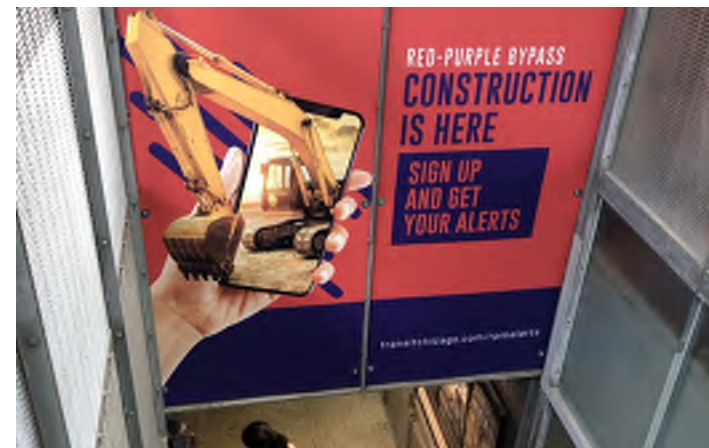
- ii. Traditional advertising (e.g., community paper, local billboards, etc.)
 - iii. Digital advertising / retargeting
 - iv. Social media
- c. Co-Marketing – Collaborate with partners to disseminate information (e.g., social media posts, newsletter copy, etc.)
- d. Public Relations – Leverage local media to publish stories to share project information, impacts and resources.



4. Develop and deploy the Community Support Taskforce. This collaborative model convenes existing organizations, residents, and agencies to discuss the needs of residents and riders and serve as a go-to place to become informed, prepared and connected. Crucial to this collaborative is the participation of social services agencies that serve the special needs of some residents (e.g., those with mental health vulnerabilities that make change difficult to process, making construction-related road closures, changes in train service, all may contribute to increased anxiety). The following represents how this collaborative model would work for the Community Support Taskforce.

Managed by internal CTA/RPM Project resources, the Community Support Taskforce will serve as a centralized support system and resource for the community. As an everchanging collaborative effort throughout the project's entirety, CTA and community partners will consistently and proactively identify community needs and determine the best resources and methods of support. This can include CTA-hosted community meetings and events, participation at existing events, specialized meetings for service organizations working with vulnerable audiences (i.e. mental health organizations), etc.

An initial list of partners that can serve as collaborators can be found in the Community Support section, and a full list can be found in the Appendix.



2019 Construction is Here In-Station Ads



Lawrence to Bryn Mawr Modernization Project

CONSTRUCTION IS HERE

SIGN UP AND GET YOUR ALERTS

transitchicago.com/rpmalerts



Lawrence to Bryn Mawr Modernization Project

CONSTRUCTION IS HERE

SIGN UP AND GET YOUR ALERTS

transitchicago.com/rpmalerts

Closures
Alert



Service Impacts
Alert



Construction
Alert



Noise
Alert



Night Construction
Alert



Utility Construction
Alert



Construction Activity Notice Banners

Community Support

CTA and the RPM team will need to develop partnerships and identify resources that will best support the impacted residents and riders and the implementation of the strategies mentioned above. The following are initial lists to help launch the Community Outreach campaigns and Community Support Taskforce. A full list can be found in the Appendix.

Partners & Resources

- **Local Alderman Offices**
 - 44th Ward / Tom Tunney
 - 46th Ward / James Cappleman
 - 48th Ward / Harry Osterman
- **Neighborhood Groups**
 - East Lake View Neighbors
 - North Uptown Neighbors Association
 - Edgewater Beach Neighborhood Association
 - West Andersonville Neighbors Together
- **Social Service Agencies**
 - Chinese Mutual Aid Association
 - Heartland Alliance Health
 - Southeast Asia Center
 - Vietnamese Association of Illinois
 - Voice of the People in Uptown
- **Anchor Institutions**
 - Japanese Cultural Center
 - University of Loyola
 - Harry S Truman College
 - St. Ita Catholic Church
 - Swedish American Museum
- **Older Adult Centers**
 - Admiral at the Lake
 - All American Nursing Home
 - Bentley's Independent Living
 - Kenmore Senior Housing
 - Methodist Senior Home Care

Open for Business Program



Open for Business Program

While the RPM Phase One Project will significantly benefit the local community, CTA recognizes that the long-term construction may pose challenges to the businesses within the project's footprint. To help minimize disruptions and negative impacts on the local businesses, the CTA/RPM team will develop and deploy an Open for Business Program.

Objective

The Open for Business Program aims to support businesses impacted by the RPM project by deploying several marketing campaigns during the next five years aimed at driving foot and digital traffic to participating businesses.

Audience

Eligible business owners in the RPM Phase One footprint that register and are approved to participate in the Open for Business Program.

Languages

All materials for business owners will be created in several languages – at a minimum:

- English
- Spanish
- Vietnamese
- Mandarin, Simplified Chinese

Geographic Location

- Red-Purple Bypass (RPB) Project area
- Lawrence to Bryn Mawr Modernization (LBMM) Project area

Strategy

Create awareness and increase the visibility of impacted businesses through destination marketing strategies that promote the RPB and LBMM Project areas as destinations for visitors, local and citywide, to shop, eat, play and explore.

Strategic Components

1. Create the Open for Business Program elements
2. Develop the marketing and creative assets to deploy the Open for Business Program
3. Develop and execute strategies to promote the program and encourage businesses to participate
4. Develop various campaigns to promote the destinations and the program participants
5. Develop tactical marketing strategies to support each of the destination marketing campaigns


Implementation

The strategic components are organized into phases:

Phase 1 entails all the work associated with creating the actual program and the marketing and creative assets to promote the program to encourage business owners to register.

Phase 2 entails all the work associated with promoting the businesses through destination marketing strategies that would be implemented during the next five years.



A close-up photograph of a barista's hands. One hand holds a silver metal pitcher, pouring a stream of white milk into a yellow ceramic coffee cup. The other hand holds the cup steady. The milk is being poured onto a surface of coffee with a latte art design. The background is blurred, showing other people in a cafe setting.

Phase 1: Development of Open for Business Program

Purpose

During Phase 1, the Open for Business Program is created along with the necessary creative assets to encourage business owners to register and address the strategic elements that will allow the team to prepare for the marketing and promotions of the business via destination marketing strategies.

How will businesses be promoted?

Eligible businesses in the impacted project areas will have the opportunity to register to participate in the program.

Businesses will be promoted through:

- Traditional advertising (i.e. in-station ads, community newspaper ads)
- Digital advertising (i.e. digital banners, digital ads)
- Business spotlights on social media
- Listings on the campaign's website

While there will be many promotional opportunities through this program, it is essential to note that not all businesses will be explicitly featured in any of the materials. However, all businesses that are eligible, register for the program and provide the requested information to create their business listing will be listed on the website along with an image, short description, community name and a clickable link to drive visitors to the business owner's chosen digital destination.



Tactical Elements

1. **Develop the Open for Business Program elements,** including how it works, eligibility, official rules, how businesses will be supported and the overall benefits of the program. The following elements will need to be created or identified to best support the program:
 - a. Informational Brochure
 - b. Program Rules & Guidelines
 - c. Application Form
 - d. Registration Tool

2. **Develop the marketing and creative assets to deploy the Open for Business Program.**
 - a. **Microsite** – Create a microsite that includes business listings and feature pages for the destinations. The microsite will feature and organize the businesses into four ‘attraction’ categories – Shop, Eat, Play and Explore. A ‘local services’ category will also exist within the microsite to include organizations that are not ‘attractions’ (i.e., nail salons, convenience stores, dentists, etc.).

b. Business Assets – Review images and background materials provided by business owners during the registration process to select and feature businesses in the microsite as well as future campaigns.

c. Photo Shoots – Arrange for onsite photo and video shoots based on the needs for images or videos of the featured participating businesses for microsite, recruitment and future campaigns.

d. Photo Library – Develop a participant photo library that would include assets provided by participants and any new photos generated to support the various campaigns.

3. Develop and execute strategies to promote the program and encourage businesses to participate, as well as an approach to provide additional support resources to businesses.

While the microsite is being developed, the following strategies can be developed and deployed:

a. Open for Business Program Registration Campaign – The objective of this campaign is to increase awareness of, inform and encourage business owners to apply and register for the program. This campaign should be executed on an ongoing basis during the next five years, as needed, to continue to register businesses.

- i. Program Marketing Tool Kit - Develop a marketing tool kit to provide to partners to promote the program; all materials created should direct business owners to the application form.
- ii. Co-Marketing – Create a list of partners to inform businesses about the program, request collaboration to promote program and provide marketing tool kit to market program.
- iii. Outreach – Conduct door-to-door outreach/direct recruitment in the community to develop trust with business owners and to facilitate the registration process.
- iv. eMarketing Campaigns – Create and execute several eMarketing campaigns leveraging existing RPM business lists to market program.
- v. Public Relations – Strategically targeted hyperlocal media may provide an excellent platform for the program. Press releases

should be sent to announce the program availability along with how it works.

- vi. Digital Marketing – If needed, to increase the number of program participants, targeted digital marketing can be executed to create awareness and drive businesses to the application.
- vii. Business Support and Resources – In collaboration with community partners, the RPM project team and vendors will engage with the impacted businesses to inform, prepare and connect them to support and resources throughout the project. The RPM project team and vendors, will consistently and proactively identify the needs of the business community and determine the best resources and methods of support. This can include CTA-hosted business owner meetups, digital or social media marketing workshops, financial resource workshops, etc.

Phase 2: Destination Marketing Campaigns

Phase 2 entails all the work associated with promoting the businesses through destination marketing strategies that would be implemented during the next five years. Once the recruitment phase has garnered program participants, the destination marketing campaigns can begin. There will be several campaigns that will evolve over the next five years to align with construction impacts.

Destinations

- Andersonville
- Edgewater
- Uptown
- Lakeview East

Attractions

The following categories will be used to differentiate the different types of attractions within each of the destinations:

- Shop
- Eat
- Play
- Explore



Tactical Elements

- 4. Develop various campaigns to promote the destinations and the program participants.** The following are examples of campaigns that can be executed as part of the Open for Business Program:

Campaign #1 – Hyperlocal Campaign

Develop and implement a hyperlocal campaign prior to major construction impacts.

Timing: December 2019 to August 2020

Objective: Increase the visibility and awareness of the various businesses in the RPB and LBMM Project areas through local and station signage.

Geographic Area: Focus efforts on the hyperlocal communities around the impacted destinations.

Campaign #2 – Destination Campaign

Launch the destination campaign to promote the destinations and feature the attractions that draw visitors. Based on research, consumers are willing to travel 17 minutes¹ to reach a local business. Using this as the guide, the destination campaign would be launched and scaled over time to eventually market to the entire city of Chicago and suburbs.

Timing: August 2020 – November 2020

Objective: of the supporting campaigns is to increase visibility and awareness of local businesses in our targeted destinations by featuring the various attractions.

Geographic Area: Focus efforts on a radius of roughly a 17-minute travel time from the destinations.

Supporting Campaigns:

Objective of the supporting campaigns is to increase visibility and awareness of local businesses in our targeted destinations by featuring the various attractions.

Geographic Area:

2021 Focus efforts on a radius of roughly a 17-minute travel time from the destinations.

2022-2025: Leverage digital to test expanding beyond the 17-minute travel time to attract 'day-trippers.' According to the Bureau of Transportation Statistics, 87% of daily trips take place in personal vehicles with a daily travel average of almost 40 miles².

Supporting Campaigns ideas

New Year's Resolution Campaign

Timing: Early January

Valentine's Day & Chinese New Year Campaigns

Timing: Early February

Spring and Summer Campaigns

Timing: March – April

Mother's Day Campaign

Timing: Early May

Father's Day Campaign

Timing: Early June

Fourth of July / Independence Day Campaign

Timing: Late June – Early July

Back to School Campaign

Timing: Late July – August

Fall Campaign

Timing: September – October

Holiday Shopping Campaign

Timing: November / December

- 5. Develop tactical marketing strategies to support each of the destination marketing campaigns.** Budgets, milestones

¹ According to Bright Local, consumers are willing to travel 17 minutes to reach a local business. (<https://www.brightlocal.com/research/local-business-travel-times/>)

² <https://www.bts.gov/statistical-products/surveys/national-household-travel-survey-daily-travel-quick-facts>

Berwyn 5300N
1200W

shop

at Berwyn

VISIT ANDERSONVILLE AND EDGEWATER



eat



at Argyle

VISIT UPTOWN'S ASIA ON ARGYLE



Hyperlocal Campaign Signage

play

at
Lawrence



VISIT UPTOWN



explore

at
Bryn Mawr

VISIT EDGEWATER

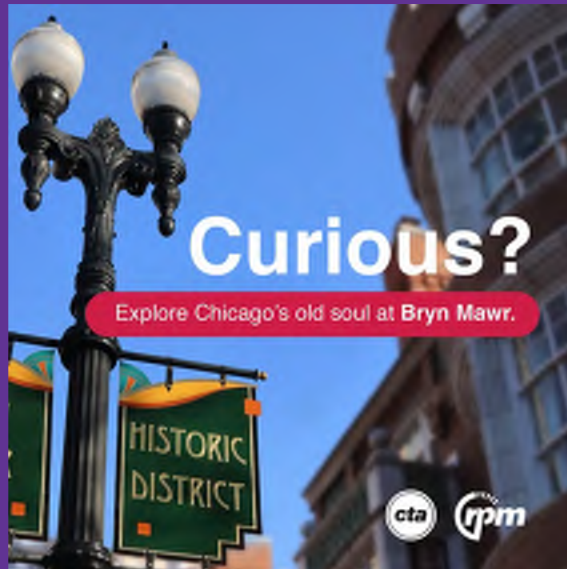


Hyperlocal Campaign Signage




Hungry?

Eat at Uptown's Asia on Argyle.



Curious?

Explore Chicago's old soul at Bryn Mawr.



Shopping for a gift?

Shop at Andersonville.



Music Lover?

Play in Uptown.



Jam out from jazz to metal at Lawrence.

Play in Uptown






 **RPM**
Today at 19:33 · 🌐

Uptown's iconic Ethiopian restaurant is the first to secure a small business loan through CTA's partnership with local bank. Will you be the second?

Are you a minority or women owned business? Find out if you qualify
#RPM #eatUptown #yum

[See translation](#)




 | 

👍 Like 💬 Comment ➦ Share

👍 🗨️ 🗿 1,035


Write something... 



 **RPM**
Today at 19:33 · 🌐

"The RPM Project helped me double my team and grow my business at a time that was really crucial for us."

Read Rachele's story and find out how you can work on the RPM project too! #RPM #growth #smallbiz


[See translation](#)



 | 

👍 Like 💬 Comment ➦ Share

👍 🗨️ 🗿 1,035

Write something... 

Open for Business Social Media Post

and construction impacts would guide how many tactics may be deployed for each campaign.

- a. Creative Concepts & Assets** – Develop creative concepts and determine assets needed for campaign
- b. Participant Selection** – Select the Open for Business program participants to include in the campaign based on the attraction categories of shop, eat, play and explore
- c. Image Search & Selection** – Search participant photo library for images for selection and/or orchestrate onsite photo shoots of selected businesses, as needed
- d. Media Placement Strategy** – Develop media placement strategy that will best support the campaign, that may include any or all of the following –
 - i. Out of Home (OOH) placements:
 - 1. CTA stations
 - 2. LED screens
 - 3. Transit Ads, unsold inventory
 - 4. Community locations
 - ii. Digital advertising / retargeting
 - iii. City of Chicago PSA billboards
 - iv. Social media
- e. Co-Marketing** – Develop co-marketing opportunities for program participants to support each other for the campaign (e.g. Restaurant passport, holiday shopping loyalty program, etc.)
- f. Public Relations** – Leverage local media to publish stories supporting the campaign
 - i. Earned media strategy and pitching
 - ii. Events promotion: partners, themed, festivals, etc.
 - iii. Pop-up shop promotions
- g. Microsite Content** – Leverage the consumer-facing website to support the campaign (i.e. creative integration, event listings, promotions, etc.)

Small Business Support

CTA and the RPM team will need to develop partnerships and identify resources that will best support the impacted businesses and the implementation of the aforementioned strategies.

Partners

- Local Alderman Offices
 - o 44th Ward / Tom Tunney
 - o 46th Ward / James Cappleman
 - o 48th Ward / Harry Osterman
- Chambers of Commerce
 - o Andersonville Chamber of Commerce
 - o Edgewater Chamber of Commerce
 - o Lakeview East Chamber of Commerce
 - o Uptown United & Business Partners, The Chamber for Uptown
- Chicago Department of Business Affairs & Consumer Protection (BACP)

Resources

- City of Chicago Business Improvement Fund (SBIF) Grant for building improvements
- Special Service Area (SSA) façade improvement rebates
- TIFWorks Program for workforce training funds
- BACP technical assistance and training for digital presence
- Pop-Up Licensing to operate or host pop-up shops or restaurants

Supporting Communications

Maintaining and sustaining communications with community stakeholders and partners will be an essential part of managing the Open for Business program. Eblasts will be used to provide relevant content to community stakeholders. In-person and virtual presentations, meetings and calls will also be leveraged to support ongoing project, outreach and campaign communications.

A photograph of a brick building facade with a vertical rainbow light streak. The text "Workforce & DBE/SBE Development Efforts" is overlaid in white. The background shows a brick wall with several windows, some of which are dark, and a vertical rainbow light streak running down the center of the image.

Workforce & DBE/SBE Development Efforts

Workforce & DBE/SBE Development Efforts

As the largest capital investment project in CTA history, the Red-Purple Modernization Phase One Project presents the opportunity to go beyond modernizing our public transportation to stimulate inclusive economic growth in the Chicagoland area. This historic project is a catalyst to provide equitable opportunity and to grow and develop diverse businesses. This project is not just about modernization; it's about a better Chicago for everyone.

Objective

Ensure the RPM Phase One Project contractors and workforce is as diverse as the City of Chicago and CTA's customers.

Audience

- Certified³ and potential Disadvantaged Business Enterprise (DBE) and Small Business Enterprise (SBE) firms
- Job seekers from economically-disadvantaged neighborhoods
- Individuals re-entering the workforce
- Students with interest in construction careers

Languages

Materials will be developed in English and will be translated into other languages, as needed, based on the targeted audiences.

Geographic Location

Workforce Development: The geographic target is the City of Chicago, being inclusive of all CTA ridership, with a focus on CTA service areas and ZIP codes that are economically-disadvantaged with a median income of \$40,000 or less.

DBE and SBE Growth: There is not a geographical emphasis as the target audience is inclusive of any certified or potential DBE or SBE firm.

Strategy

Proactively create opportunities to stimulate equitable and inclusive economic growth by focusing on these critical areas:

- Workforce development, diverse job seekers and developing paths to construction careers
- Enabling the growth of diverse businesses, DBE and SBE program participants

Strategic Components

The following elements are essential to execute the strategy:

1. Diverse partner inclusion to inform program and event development
2. Deploy workforce development strategies
3. Deploy DBE and SBE strategies
4. Deploy workforce development and DBE and SBE events
5. Develop supporting marketing and outreach strategies
6. Develop Economic Impact Report

³ DBE and SBE certified firms are defined as firms that are certified as DBE or SBE in the IL Unified Certification Program (UCP).

Implementation

The following tactical elements are designed for the various audiences to develop career pathways in engineering or construction proactively, increase the number of certified and potential DBE and SBE firms and enabling them to scale their operations through training and contract opportunities.

Tactical Elements⁴

1. Diverse partner inclusion to inform program and event development.

Often opportunities are limited to those that are already within a network.

Therefore, to genuinely expand opportunity, CTA will continue to proactively deepen its relationships in diverse communities to collaborate and develop meaningful programs.

a. Partner Identification – Identify and create a list of organizations that can serve as partners and collaborators to help develop and implement workforce, DBE and SBE programs and events. An initial list of partners can be found in the Workforce Development & DBE and SBE Support section.

2. Deploy workforce development strategies.

The workforce development programs and events will attract audiences on an individual level (e.g., job seekers, students, individuals re-entering the workforce, etc.).

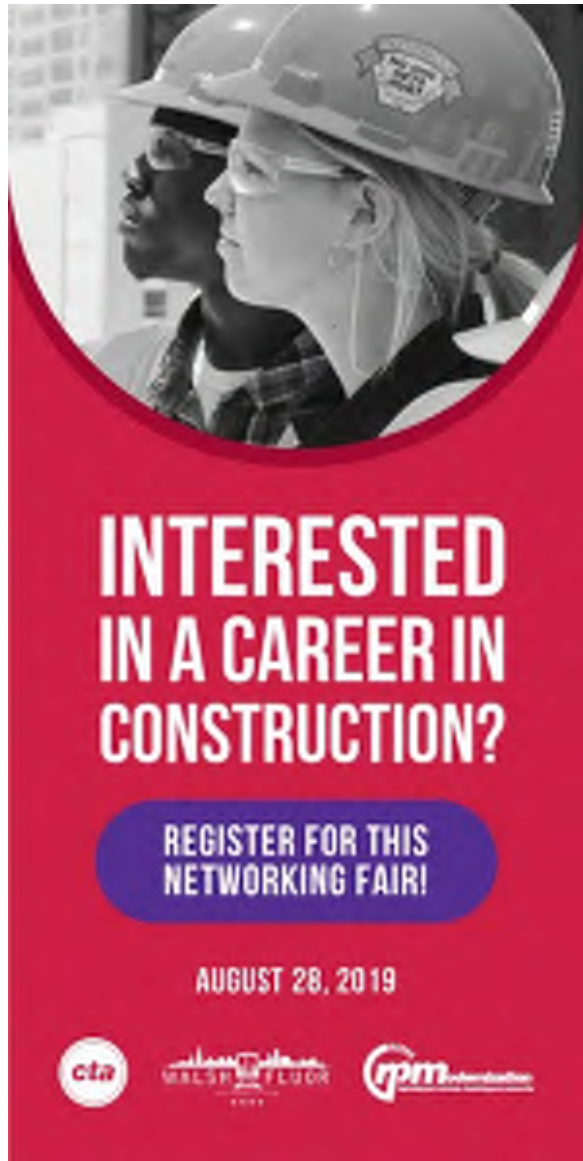
a. Programs / Events

i. RPM Construction Careers Networking Fairs – These events will provide information to job seekers and connect them to training and career opportunities that can lead to work on RPM Phase One as well as other CTA projects.

Timing: Quarterly throughout the project.

ii. Elevating Futures Scholarship Program – This program provides scholarship money to aid CPS students who plan to pursue STEM four-year degrees at a university or college.



Timing: Scholarships will be awarded annually throughout the project



**INTERESTED
IN A CAREER IN
CONSTRUCTION?**

**REGISTER FOR THIS
NETWORKING FAIR!**

AUGUST 28, 2019

⁴ The RPM Diversity team will take the lead on deploying workforce development and SBE and DBE tactical elements.

3. Deploy DBE and SBE strategies. The DBE and SBE programs and events will attract audiences on an organizational level (e.g., business owners, organization leaders, etc.).

a. Programs / Events

- i. Walsh-Fluor Roadshow* – This event series will partner with technical assistance agencies (e.g., Chambers of Commerce) to present general RPM opportunities to certified and potential DBE and SBE business owners.
Timing: 2019
- ii. RPM Small Business Education Series* – This education program will provide the small business communities with information and resources necessary to compete for RPM Phase One contracts and other future large-scale CTA projects.
Timing: 2019
- iii. CTA Building Small Businesses Program* – This program will enable DBE and SBE firms to build the capacity to work on RPM Phase One and other future large-scale CTA projects.
Timing: 2019 – Early 2021
- iv. Meet the Contractor Events* – This event series will be similar to the Walsh-Fluor Roadshow but will be more specific regarding RPM Phase One contract opportunities, timing and availability.
Timing: 2019 – End of 2020. Walsh-Flour will host these events as contract opportunities are identified and put out to bid.

4. Deploy workforce development and DBE and SBE events.

a. Event Planning – As with any event, there will be planning elements, including venue identification,

equipment rental, floorplan development, staffing, run of show development, asset creation, etc.

b. Event Outreach – Each event has three major outreach components, which are:

- i. Pre-Event Engagement* – Marketing strategies should be deployed to create awareness and generate attendance for the event. The following are effective tools:
 - 1. Event / Registration Page
 - 2. Mailchimp E-Blast Invitations
 - 3. Social Media
 - 4. Flyers
 - 5. Co-Marketing
 - 6. Public Relations
- ii. Event Engagement* – To ensure that participants are informed, prepared and connected to resources and opportunities, the following is suggested:
 - 1. Well-informed team members
 - 2. Sign-In Sheets
 - 3. Exhibit Boards
 - 4. Informational Materials
- iii. Post-Event Engagement* – Post-event follow up can provide insights about the effectiveness of the event and to help connect participants with opportunities and resources. The following tools should be utilized for post-event engagement:
 - 1. Mailchimp E-Blast Thank You
 - 2. Surveys
 - 3. Digital Informational Materials



of the number of attendees, surveys completed, job placements, opportunities, emails collected, etc.

- 5. Develop supporting marketing and outreach strategies.** Marketing campaigns can be leveraged to help inform, prepare and connect targeted audiences to workforce development and DBE and SBE opportunities. By utilizing OOH media placements and digital advertising tactics, marketing campaigns can reach these audiences in their own spaces, such as in their communities outside of the RPM Phase One footprint or on their phones.
 - a. Creative concepts**
 - b. Media placement strategy**
 - i. OOH
 - ii. Traditional ads
 - iii. Digital ads
 - iv. Social media
 - c. Co-Marketing**
 - i. Marketing kit
 - d. Public Relations**

- 6. Develop an Economic Impact Report.** This report captures the results for the workforce development and the DBE and SBE programs. It can even highlight stories of success by featuring program participants. This report will allow CTA to package all RPM Phase One inclusive economic growth data visually and comprehensively, as well as present it to stakeholders, such as public officials, investors, the City of Chicago, etc.

Workforce Development and DBE/SBE Support

CTA and the RPM team will need to develop partnerships and identify resources that will best support the workforce development and DBE and SBE strategies. The following are initial lists of collaborators from various communities.

Workforce Development Partners

- Chicago Cook Workforce Partnership
- Chicago Department of Aviation
- Chicago Department of Transportation
- Chicago Neighborhood Initiatives
- Chicago Public Schools
- Chicago Regional Council of Carpenters
- City Colleges of Chicago
- HIRE 360
- IBEW 134
- Illinois Department of Transportation
- Illinois Tollway
- Iron Workers Local 1 and 63
- Laborers
- Operating Engineers Local 150
- Public Building Commission

DBE/SBE Partners

- Austin African American Business Networking Association (AAABNA)
- Black Contractors Owners and Executives (BCOE)
- Chatham Business Association (BCA)
- Chicago Minority Supplier Development Council (CMSDC)
- Chicago Urban League (CUL)
- Cosmopolitan Chamber of Commerce
- Greater Englewood Community Development Corporation (GECDC)
- Hispanic American Construction Industry Association (HACIA)
- Local Initiatives Support Corporation (LISC) Chicago
- US Minority Contractors Association (USMCA)

Public Relations



Public Relations

Objective

Collaborate with the media to ensure that the impacted communities and the greater Chicagoland area are up to date on the overall project.

Audience

Primary: Community members of RPM Phase One impacted areas.

Secondary: City-wide community members (outside of the RPM Phase One footprint).

Tertiary: Industry professionals (i.e. transit, construction, engineering, etc.)

Languages

Media materials will be made in several languages based on the needs of the media outlets, including:

- English
- Spanish
- Vietnamese
- Mandarin, Simplified Chinese

Geographic Locations

Geographic locations will be dependent upon the story topic and will change based on intended audience.

Strategy

Provide transparent communications by openly sharing construction impacts and disruptions as well as mitigation strategies. This strategy establishes a proactive, consistent 'drumbeat' of information including construction updates and positive news stories to media to share with the public.

Strategic Components

The following elements are essential to execute the strategy:

1. Develop the public relations plan
2. Create and develop supporting public relations assets
3. Proactively develop press releases to share project updates and success stories
4. Develop and implement strategies to proactively provide information to the media and community.

Implementation

Phase 1: Development of Public Relations Plan

Over the course of this five-year project, there will be a vast amount of project information, updates and stories to be shared with the public. To help streamline the process of media communications, a public relations plan must be developed that aligns with the construction schedule.

Tactical Elements

1. Develop the public relations plan

- a. **Story Topic Categories** – Develop the following story topic categories to keep the community and the media informed:
 - i. General Project Updates
 - ii. Strengthen Communities – Open for Business Program successes, economic growth in the impacted communities and greater Chicago area, etc.
 - iii. Serve Riders – Project benefits, ADA accessibility, etc.
 - iv. Inclusive Economic Growth – RPM Phase One-contracted DBE successes, construction workforce programs, educational workforce development programs, etc.
- b. **Media Targets** – Identify and define media targets, such as:
 - i. Hyperlocal Media – media that is specific to a neighborhood, community, region or ward within the RPM Phase One footprint
 - ii. Chicago Media – media that reaches all of the Chicago Metropolitan area
 - iii. National Media – media that goes beyond Chicagoland readership
 - iv. Trade Media – media that is specific to a given industry that is relevant to the RPM Phase One Project (e.g. construction, transportation)
 - v. Specialty Media – media that is specific to a given population or community affected by RPM Phase One (e.g. AFN/ADA, Vietnamese)
- c. **Information Structure** – Proactively identify and provide relevant project information to media in the following structure:

- i. Important project information
 - ii. Press release production
 - iii. Supporting image(s) identification
 - iv. Spokesperson / quote identification
 - v. Media Outreach
 - vi. Media Monitoring
 - vii. Results Reporting
- d. Media Roundtable** – Organize and host media roundtables annually in impacted areas to provide timely project information. Each media roundtable will include the following structural elements:
- i. Event planning
 - ii. Anchoring theme
 - iii. Run of show
 - iv. Asset creation and distribution
 - v. Measurement

2. Create and develop supporting public relations assets

- a. Media List** – Develop a media list that will include all of the identified media targets. An initial media list can be found in the Appendix.
- b. Media Library** – Create an accessible, centralized media library in the CTA/RPM website that would include downloadable press releases, project fact sheets, background information, project images and videos, short stories to facilitate the communications process for community media, etc.
- c. Media Kit** – Develop a media kit that would be sent to media contacts; this can include, but is not limited to fact sheets, project images and videos, press releases, etc.
- d. Measurement Tools** – Identify and/or develop tools that will help measure public relations results such as number of placements, number of impressions, project sentiment, etc.

- i. Media Monitoring – Identify a cost-effective tool to facilitate media monitoring to efficiently identify placements, impressions, sentiment, etc.
- ii. Media Tracker – Develop a media tracker template that will serve as a tool to calculate results
- iii. Reporting Template – Develop a reporting template to keep reporting metrics consistent; reports should include number of placements, placements by outlet type, links to placements, story clippings, estimated impressions, sentiment, etc.

Phase 2: Implementation of Public Relations

Implementation of the public relations plan includes proactive dissemination of RPM Phase One Project information.

Tactical Elements

3. **Proactively develop press releases to share project updates and success stories**
 - a. **Project information** – As the project reaches milestones and initiatives are implemented, it will be important to share this information with the media to keep the communities informed.
 - b. **Press Release Production** – Press releases should be drafted announcing this information, providing reporters with details and supporting information to report to the community.
 - c. **Supporting Image(s) Identification** – When available, visuals will be provided to facilitate communications.
 - d. **Spokesperson / Quote Identification** – When available, spokespeople will be offered to encourage interviews with media. If a spokesperson is not available, quotes will be offered to supplement stories.
 - e. **Media Outreach** – Information should be shared with media based on the needs of the targeted audience. Outreach will be conducted via phone and email.
 - f. **Media Monitoring** – Active media monitoring will ensure that the results are captured.
 - g. **Results Reporting** – Media outreach recaps will be provided to capture results.
4. **Develop and implement strategies to proactively provide information to the media and community.**
 - a. **Media Roundtable** – Hosting media roundtables at key project milestones will provide an open platform for the media to ask direct questions to the project stakeholders. Each media roundtable would have an anchoring theme and would proactively invite and engage media to share RPM Phase One Project updates and initiatives.
 - i. **Event Planning** – As with any event, the following elements will need to be addressed:
 1. Location and venue
 2. Equipment rental
 3. Floorplan
 4. Staffing
 5. Speakers
 - ii. **Theme** – Each media roundtable should have an anchoring theme to present the information
 - iii. **Run of Show** – A run of show should be developed to help streamline day of event efforts
 - iv. **Assets** – Needed assets should be identified and developed including (but not limited to):
 1. Presentation
 2. Exhibit boards
 3. Fact sheets
 - v. **Invitations** – Invitations should be created and sent to media individually
 - vi. **Measurement** – Success measurement can include number of attendees, resulting placements, etc.
 - b. **One-on-One Project Tours** – As the project develops, offering one-on-one project tours to media can provide a better understanding of the project and milestones.

A photograph of a train platform with a train blurred in the background, overlaid with a blue and purple gradient. The train is moving from left to right, and the platform is visible in the foreground. The text "Appendix" is overlaid on the left side of the image.

Appendix

List of Partners & Stakeholders

The following is an initial list of political officials, chambers of commerce, community-based organizations, anchor institutions and resources that should be engaged for collaboration. This list is not all-inclusive and should be continuously developed and updated throughout the five years of the project.

Aldermanic Offices

- 44th Ward / Tom Tunney
- 46th Ward / James Cappleman
- 47th Ward / Matthew J. Martin
- 48th Ward / Harry Osterman
- 49th Ward / Maria Hadden
- 50th Ward / Debra Silverstein

Chambers of Commerce

- Andersonville Chamber of Commerce
- Edgewater Chamber of Commerce
- Lakeview East Chamber of Commerce
- Uptown United & Business Partners, The Chamber for Uptown

Business Resources

- Chicago Department of Business Affairs & Consumer Protection (BACP)
- City of Chicago Business Improvement Fund (SBIF) Grant for building improvements
- Special Service Area (SSA) façade improvement rebates
- TIFWorks Program for workforce training funds

Neighborhood Groups

- Belmont Harbor Neighbors
- Central Lake View Neighbors
- East Lake View Neighbors
- Hawthorne Neighbors
- Lake View Citizens Council
- Lakeview Neighborhood News
- South East Lake View Neighbors
- Southport Neighbors Association
- Triangle Neighbors Association
- West Lakeview Neighbors
- Ainslie Winmore Block Club
- Beacon Block Club
- Buena Park Neighbors
- Castlewood Terrace
- Clarendon Park Neighbors Association
- Dover Street Neighbors
- Graceland-Wilson Neighbors Association
- Gunnison Block Club
- Lakeside Area Neighbors Association
- Magnolia-Malden Neighbors
- Margate Park Block Club
- North Uptown Neighbors Association
- Truman Square Neighbors
- Argyle Winmore Neighbors (AWN)
- Association of Sheridan Condominium / Cop-op Owners
- BARGE Neighbors Community Organization
- Bryn Mawr Task Force
- Carmen Winona Block Club (CWBC)
- East Andersonville Residents' Council (EARC)
- Edgewater Beach Neighborhood Association
- Edgewater Glen Association (EGA)
- Edgewater North Neighbors (ENN)
- Edgewater Triangle Neighborhood Association
- EPIC (Every Person is Concerned) Block Club
- Lakewood Balmoral Residents' Council (LBRC)
- Neighbors on Elmdale & Thorndale (NET)
- North Edgewater Beach Association (NEBA)
- Northeast Organization of Neighbors (NEON)
- TAHBS Citizens Council (Thorndale, Ardmore, Hollywood, Broadway, Sheridan)

- West Andersonville Neighbors Together (WANT)
- West Edgewater Area Residents (WEAR)
- Winona Foster Carmen Winnemac (WFCW) Block Club

Social Service Agencies

- Alden Lincoln Park Short Rehabilitation and Health Care
- New Town Alano Club
- Open Door Youth Lakeview (The Night Ministry)
- Alternatives, Inc.
- Asian Human Services of Chicago Inc.
- Bryn Mawr Care
- Chabad Uptown
- Chicago Tiny House Inc
- Chinese Mutual Aid Association
- Community Counseling Centers of Chicago (C4)
- Cornerstone Community Outreach
- Heartland Alliance Health
- Heartland Health Center
- Institute of Cultural Affairs (ICA)
- Lao American Community Services
- Mid America Care Center
- South East Asia Center
- Uptown Chicago Commission
- Vietnamese Association of Illinois

- Voice of the People in Uptown Inc.

Anchor Institutions

- Broadway United Methodist Church
- Grace Chicago Church
- Hawthorne Scholastic Academy
- Japanese Cultural Center
- Masjid Abu Bakr Mosque
- Our Lady of Mount Carmel Academy
- Our Lady of Mount Carmel Catholic Church
- Renaissance Saint Luke Senior Apartments
- Resurrection Lutheran Church
- Saint Luke Ministries
- Second Unitarian Church
- University of Loyola
- Bosnian Herzegovinian American Community Center
- Buddhist Temple of Chicago
- Cambodian Buddhist Association Inc
- Chicago Uptown Ministry Church
- Eritrean Community Civic and Cultural Center of Chicago
- Goudy Elementary School
- Haitian American Museum of Chicago (HAMOC)
- Harry S Truman College
- Linh Son Quan Am Tu
- Peirce Elementary School

- Preston Bradley Center
- Senn High School
- St. Augustine College
- St. Ita Catholic Church
- Swedish American Museum
- Uptown Baptist Church
- Uptown Covenant Church
- Uptown Research Institute
- Vietnamese Association of Illinois

Older Adult Centers

- Admiral at The Lake, Help Services
- All American Nursing Home
- Balmoral Nursing Home
- Beacon TLC Health Center
- Bentley's Independent living
- Bethany Retirement Community
- Chicago Methodist Senior Services
- Continental Nursing & Rehabilitation Center
- Hartwell House (The)
- Kenmore Senior Housing
- Methodist Senior Home Care
- Selfhelp Home
- The Breakers at Edgewater Beach
- United Methodist Home & Services - Winwood Apartments
- Wesley Place
- White Crane Wellness Center

Workforce Development Support Organizations

- Chicago Cook Workforce Partnership
- Chicago Department of Aviation
- Chicago Department of Transportation
- Chicago Neighborhood Initiatives
- Chicago Public Schools
- Chicago Regional Council of Carpenters
- City Colleges of Chicago
- HIRE 360
- IBEW 134
- Illinois Department of Transportation
- Illinois Tollway
- Iron Workers Local 1 and 63
- Laborers
- Operating Engineers Local 150
- Public Building Commission

DBE/SBE Support Organizations

- Austin African American Business Networking Association (AAABNA)
- Black Contractors Owners and Executives (BCOE)
- Chatham Business Association (BCA)
- Chicago Minority Supplier Development Council (CMSDC)
- Chicago Urban League (CUL)
- Cosmopolitan Chamber of Commerce

- Greater Englewood Community Development Corporation (GECDC)
- Hispanic American Construction Industry Association (HACIA)
- Local Initiatives Support Corporation (LISC) Chicago
- US Minority Contractors Association (USMCA)

List of Media Outlets

RPM Phase One Community

- Block Club Chicago
- EdgevilleBuzz.com
- Inside-Booster / News Star
- Lakeview Newspaper
- Rogers Edge Reporter
- Up & Rave Square Facebook
- UptownUpdate.com

General Market

- Bridgeport News
- Brighton Park / McKinley Park Life
- Chicago City Wire
- Chicago Reader
- Chicago Sun-Times
- Chicago Tribune
- Cook County Chronicle
- Daily Northwestern

- Evanston Now
- Evanston Review
- NPR
- Patch.com
- Skokie Review
- StreetWise
- The Gate Newspaper
- Time Out Chicago
- WBBM-AM
- WBBM-TV (CBS)
- WCIU-TV
- WFLD-TV (FOX)
- WGN-AM
- WGN-TV
- WLS-TV (ABC)
- WMAQ-TV (NBC)

Multicultural

- African American
 - Austin Weekly News
 - Bronzeville Life
 - Chicago Citizen
 - Chicago Crusader
 - Chicago Defender
 - Hyde Park Herald
 - Village Free Press

- Hispanic
 - El Chicago Hispano
 - El Dia
 - La Prensa
 - La Raza
 - La Voz
 - Lawndale Newspaper
 - WGBO-TV (Univision)
 - WLEY-FM
 - WOJO-FM
 - WSNS-TV (Telemundo)
- Chinese
 - China Press Weekly
 - Sing Tao Newspapers
 - World Journal
- Filipino
 - Via Times / CPRTV
- Indian
 - Desi Talk
 - Hi India
 - India Bulletin
 - India Tribune
 - Kerala Express
- Japanese
 - Chicago Shimpo
- Pakistani
 - Urdu Times
- Vietnamese
 - Vietnamese Community Magazine

Business

- Chicago Business Journal
- Crain's Chicago Business
- Negocios Now (Hispanic)

Trade

- Construction
 - Chicago Construction News
 - Construction Dive
- Engineering
 - Engineering News-Record
- Real Estate
 - Connect Media
 - Curbed Chicago
 - Illinois Real Estate Journal
 - Midwest Real Estate News
 - The Real Deal Chicago
- Smart City
 - Smart Cities Dive
- Transportation
 - Mass Transit Magazine
 - Metro Magazine
 - Progressive Railroading
 - Railway Technology
 - Railway Track & Structures
 - Roads & Bridges
 - Streetsblog Chicago

AFN/ADA

- Ability Magazine
- Access Living
- New Mobility Magazine
- PN Online
- Push Living

LGBTQ

- Grab Magazine
- Windy City Times

NEPA Compliance Tracking

This strategic communications plan complies with the CTA's NEPA Mitigation Matrix, with reference to the following specific mitigation items:

Mitigation Item 1: CTA will increase the frequency of parallel and connecting buses in the project area where necessary. CTA will provide alternate transit service options around closed stations during construction, with enhanced service modifications during special community events and festivals.

Mitigation Item 3: CTA will provide notifications for temporary service changes to neighboring property owners, residents, businesses and transit passengers. The project contractor, CTA and/or the City of Chicago will provide notifications of roadway and sidewalk disruptions, blockages or closures to neighboring property owners, residents and businesses using signs along streets, in nearby CTA stations and in applicable CTA trains and buses. Descriptions of alternate routes will be provided.

Mitigation Item 12: CTA, in coordination with the City of Chicago and the local aldermen's office, will provide informational resources, permitting support and points of contact for displaced business owners will be made available on the CTA project website, and through other outlets, as deemed appropriate through coordination with the City of Chicago, the Ward 44, 46 and 48 aldermen's office and the local chambers of commerce.

Mitigation Item 14: CTA will develop and implement a Construction Outreach and Coordination Plan (the RPM Strategic Communications Plan). The plan will be developed with input from Ward 44, 46 and 48 aldermanic offices, DPD, the community and local businesses. The plan will include a Business Outreach Program to assist local businesses and residents affected by

construction. The plan will be tailored to business and community needs and will include a series of initiatives to minimize construction disruption to businesses and the surrounding community. These strategies include but are not limited to the following:

- A community calendar to inform the construction schedule so that impacts on special events or festivals may be avoided
- Advertising campaigns to promote local business patronage during construction
- Additional parking during construction to maintain access to businesses
- Further detailing elements to minimize potential visual and aesthetic impacts during construction and then incorporate into contractor requirements
- Signs explaining changes in access for business patrons
- Other economic incentives or tax relief measures for businesses adversely affected by construction

Mitigation Item 15: During construction, the project contractor and/or CTA will implement construction best management practices for coordination with city services, maintenance of access, advertisements for businesses in the construction areas, directions to alternate services, screening of construction sites, erosion and dust control, maintenance of equipment, temporary noise barriers, vibration monitoring and hazardous materials handling.

Mitigation Item 35: Provide adequate advance notification to the public of construction operations and schedules.

