



Project Charter

Project Name: Niagara Region-Wide Road Safety Campaign

Prepared By: Linda Beyer
Position: Project Manager
Date: May 7, 2007

Niagara Region

Version No: 1

Project Charter Approval Signatures

Project Name: **Niagara Region-Wide Road Safety Campaign**

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Project Sponsor

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Project Sponsor

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Document Change Control

The following is the document control for the revisions to this document.

Version Number	Date of Issue	Author(s)	Brief Description of Change
1	May 7, 2007	Linda Beyer	Original

Definitions

The following are definitions of terms, abbreviations and acronyms used in this document.

Term, Abbreviation or Acronym	Definition
RNRSC	Regional Niagara Road Safety Committee
MVC(s)	Motor Vehicle Collision(s)
NRPS	Niagara Region Police Service
NRPHD	Niagara Region Public Health Department
NRPWD	Niagara Region Public Works Department
CAA	CAA Niagara
CD	Compact disc
MTO	Ministry of Transportation Ontario
CDPD	Chronic Disease Prevention Division

Table of Contents

1. Scope	4
1.1 Business Need	4
1.2 Project Goals	5
1.3 Product Description.....	5
1.4 Project Customer, Project Sponsor, Project Manager	6
1.5 In Scope/Out of Scope	7
1.6 Critical Success Factors.....	7
1.7 Project Assumptions	7
1.8 Project Constraints	7
1.9 Project Deliverables.....	8
2. Functional Requirements	9
3. High-Level Milestones and Timeline, Roles and Budget	11
3.1 High-Level Milestone and Timeline.....	11
3.2 High-Level Roles.....	11
3.2.1 Roles, Responsibilities, Estimates and Sources	11-12
3.2.2 Project Organization Chart	13
3.3 High-Level Budget.....	14
3.3.1 Costs during the life of the Project.....	14
4. High-Level Control Strategies	15
4.1 Communications Strategy.....	15
4.2 Issue Management Strategy	15
4.3 Change Management Strategy.....	15
4.4 Procurement Strategy.....	15
Appendix	16

1. Scope

1.1 Business Need

The Regional Niagara Road Safety Committee (RNRSC) was formed as a result of a 2003 Niagara Regional Police Service (NRPS) community symposium held to address community concern over the dramatic increase in the number of serious and fatal motor vehicle collisions (MVC) occurring on Niagara roadways. This integrated road safety committee consists of representatives from the CAA Niagara (CAA), Niagara Regional Police Service (NRPS), Niagara Region Public Health Department (NRPHD), and Niagara Region Public Works Department (NRPWD). Together they have developed and continue to implement a strategic plan to reduce fatal and serious injury motor vehicle collisions in Niagara by 10% over a 5-year period (2004-2008), using a comprehensive injury prevention approach to road safety that includes education, enforcement, engineering and advocacy. The plan goals are:

- i. To decrease by 10% the number of serious motor vehicle collisions (MVCs) where factors relating to vehicles are a primary consideration.
- ii. To decrease by 10% the number of serious MVCs where factors relating to driver actions are a primary consideration.
- iii. To decrease by 10% the number of serious MVCs where factors relating to the driving environment are a primary consideration.
- iv. An enhanced ability to effectively share road safety related information among the RNRSC partner agencies and the community.

Niagara region has a higher number of fatal and serious injury MVCs per capita as compared to other regions within Ontario. Analysis of MVC data collected by the NRPS from 1999 to 2003 indicates that speed, impairment, and driver error are the most common causes / contributing factors involved in serious and fatal MVCs. Most of these collisions (58%) occur on rural roadways and 75% involve male drivers. Further analysis of local MVC data collected in 2004 and 2005 indicates results that parallel the baseline data.

The “Think and Drive” road safety pilot campaign was launched by the RNRSC in the town of Niagara-on-the-Lake (NOTL) on September 5, 2006 and was in effect until December 31, 2006. The campaign included a social marketing strategy targeted to road users who live and work in NOTL by way of direct-mail, posters, website, media, and community promotion, activities and events.

Evaluation of the “Think and Drive” road safety pilot campaign indicated that it:

- Increased awareness about Niagara road safety issues,
- Increased knowledge about how to improve road safety in Niagara,
- Increased intentions to improve driving attitudes,
- Increased intentions to change driver behaviour,
- Resulted in active participation by over 10% of the NOTL driving population.

Based on evaluation results, the RNRSC has received approval to expand the campaign across the Niagara region. The *Think and Drive Road Safety Pilot Campaign: An Evaluation of an Initiative to Improve Road Safety in Niagara* report is available at:
<http://www.regional.niagara.on.ca/living/roads/pdf/Evaluation%20report%20final.pdf>.

1.2 Project Goals

Overall goal: To decrease by 10% the number of serious MVCs where factors relating to driver actions are a primary consideration.

Short-term goals:

- To increase awareness among Niagara drivers and road users (with a focus on male drivers) about the Niagara crash problem.
- To increase knowledge among Niagara drivers and road users (with a focus on male drivers) about road safety skills applicable to the Niagara crash problem.
- To change driver attitudes (with a focus on male drivers) such that drivers take personal responsibility for road safety.*
- To change driver behaviours (with a focus on male drivers) in order to decrease motor vehicle collisions.*

* Note: the main campaign focus is on changing driver attitudes and driver behaviours; the desired /expected campaign result is changed driver actions in order to reduce fatal and serious injury collisions.

1.3 Product Description

A qualified marketing and design consultants/firms will be chosen to develop a comprehensive communication plan, including creative design elements and production / printing of all associated marketing materials and communication plan implementation for a Niagara region-wide (including Welland, Port Colborne, Fort Erie, Wainfleet, Pelham, Thorold, St. Catharines, Niagara Falls, Niagara-on-the-Lake, Grimsby, Lincoln, and West Lincoln) road safety social marketing campaign to achieve the RNRSC road safety social marketing campaign objectives.

The campaign communication plan and design elements should be based on evidence provided by the *Report on the Niagara Regional Police Service Motor Vehicle Collision Data 1999-2003* (go to: <http://www.regional.niagara.on.ca/living/roads/pdf/MVC%20baseline%20report%20final%20Sept14-05.pdf>) and modeled after pilot road safety campaign as outlined in the *Think and Drive Road Safety Pilot Campaign: An Evaluation of an Initiative to Improve Road Safety in Niagara* report.

The Niagara region-wide road safety social marketing campaign will target drivers and road users who reside throughout all of the 12 Area Municipalities in the Niagara Region, with a focus on male drivers. There are opportunities to develop gender / age specific marketing strategies and materials based on the statistical motor vehicle collision data (i.e. materials related to impairment can be targeted to male drivers aged 16 to 40 years, while materials related to speed can be targeted to male drivers under 50 years).

The campaign will be implemented from September/October 2007 (expected launch date) to December 2008. The campaign will be designed to meet the all of the road safety project short term goals (as above) with a focus on changing driver actions (driver attitudes and behaviours).

1.4 Project Customer, Project Sponsor, Project Manager

	Name	Organization
Project Sponsor (Primary Client)	RNRSC Executive: <ul style="list-style-type: none"> • Bruno Iafrate; Co-Chair CAA Niagara Board of Directors • Dr. Robin Williams; Chief Medical Officer Of Health • Joe Cousins; Director, Transportation Services Division • Chief Wendy Southall; Chief of Police The Regional Municipality of Niagara	CAA Niagara Niagara Region Public Health Dept. Niagara Region Public Works Dept. Niagara Regional Police Service The Regional Municipality of Niagara
Project Customer (Secondary Client)	Niagara drivers and road users	Niagara Community at Large
Project Stakeholders	Natalie Zeitoun; Regional Planner Niagara Regional Councillors Area Municipality Administrators /CAOs John Cunnane; Director, Emergency Services Division Jim Douglas; Chair, Municipal Fire Chiefs Ctte. Pat Dracup / Ruth Wilcock Niagara MPs and MPPs Maria Vuono; Health Program Director of Emergency Services Political, Business and community at large Note: this is not an exhaustive list; as the project team engages additional community partners, they will be added.	MTO Road Safety Marketing Office Niagara Region and the 12 Area Municipalities Niagara Region Municipalities Niagara Emergency Medical Services Municipal Fire Services Niagara Brain Injury Associations Federal and Provincial Government Niagara Health System
Project Manager	Linda Beyer	Niagara Region Public Health Dept.
Project Resource	Marketing and communications agency	To be contracted

1.5 In Scope/Out of Scope

In Scope
Social marketing activities related to the reduction of motor vehicle collisions in Niagara that can result in fatal and serious injuries (as outlined in the strategic plan).
Contracting a marketing agency to develop and implement a comprehensive communication plan for the Niagara community at large, including design elements and production / printing of all associated marketing materials while using existing “Think and Drive” brand and associated products.
Integration of the “Think and Drive” logo, branding and taglines created for the pilot road safety campaign into all communications, marketing materials and resources.
Community development activities resulting in the participation and support of community stakeholders within the 12 Municipalities in the Niagara Region.
Development and implementation of a communication plan targeted to the internal and external partners of the RNRSC agencies.
Evaluation of the campaign (process, formative and impact / outcome).
Out of Scope
Geographic boundaries: All initiatives are directed to drivers and road users who live or work in the Niagara Region.
Technical boundaries: All initiatives are related to the reduction of motor vehicle collisions in Niagara that can result in fatal and serious injuries (as outlined in the strategic plan).
Traffic enforcement and road engineering.

1.6 Critical Success Factors

- Strategic development of partnerships aimed at fostering grass-roots community participation within the 12 Niagara Municipalities.
- Ongoing commitment of the RNRSC partners / Project Sponsors.
- Effective and open communication between the Project Manager, Core team, Project sponsors, Project Advisors, Project lead from the Marketing firm and key stakeholders.
- Shared partnership between the Project Manager and the marketing agency to ensure that project goals are met.
- Completion of a project evaluation.
- Continuous linkages to project goals:
 - Increased public awareness and knowledge about Niagara road safety issues.
 - Increased driver road safety skills related to Niagara motor vehicle collisions that can result in fatal and serious injuries.
 - Increased intentions of the Niagara public to improve their driving and change driving attitudes and behaviours.
 - A reduction in fatal and serious injury MVCs in Niagara.

1.7 Project Assumptions

- The goals of the project support the mission, vision, goals and objectives of the RNRSC.
- Adequate assignment of staffing to develop and implement this project.
- Minimum available budget of \$150,000 per year for each of 2007 and 2008.
- Project timelines are reasonable and achievable.
- Effective, adequate and appropriate levels of communication occur between the project sponsors, key stakeholders and the project team during all phases of the project.
- The marketing agency will be actively engaged in the project.

1.8 Project Constraints

- The ability to evaluate actual changes in Niagara driver’s attitudes and claimed behaviours within the timeframe of the project will be difficult since behaviour change is a long-term process. The project evaluation will be able to measure intentions of drivers to change their attitudes and driving behaviours.

- Evaluation of fatal and serious injury MVC trends may not be directly related to the Niagara road safety social marketing campaign.
- Active participation in the campaign by all Niagara Area Municipalities.
- Level of participation of key stakeholders.
- Competing priorities of project team members.
- Limited resources.

1.9 Project Deliverables

Deliverable	Description
Phase 1	
Issuance of Request for Proposals	Describes work required to submit a proposal for a Niagara Region-Wide Road Safety Campaign Communication Plan, Creative Services, and Communication Plan Implementation on behalf of the Regional Niagara Road Safety Committee.
Approved Project Charter	Describes purpose, boundaries, deliverables and high-level timelines, costs and roles.
Approved Project Plan	Includes baseline project schedules, budget, staffing and control plans for communication, change, issue, risk, and quality management.
Approved Communications Plan (Marketing Agency)	Describes the overall plan of the marketing agency to meet the goals and objectives of the project.
Completed Supplemental Communications Plan (RNRSC)	Describes the overall plan of the RNRSC for strategic development of partnerships aimed at fostering grass-roots community participation within the 12 Niagara Municipalities.
Phase II	
Campaign Launch Event	Region-wide event to capture the interest and participation of Niagara drivers, road users and stakeholders.
Campaign Implementation	Ongoing delivery of road safety communication plan.
Phase III	
Campaign Evaluation	Measurement of campaign strategies, goals and objectives.

2. Functional Requirements

The work with the marketing agency includes:

- Development and implementation of a comprehensive communication plan, including design elements and production / printing of all associated marketing materials for a Niagara region-wide road safety social marketing campaign to achieve the RNRSC road safety social marketing campaign objectives.
- Integration of the “Think and Drive” logo, branding and taglines created for the pilot road safety campaign into all communications, marketing materials and resources (including the use of developed mailers, flyers, posters and website questionnaires where applicable) required throughout the campaign (see *Think and Drive Road Safety Pilot Campaign: An Evaluation of an Initiative to Improve Road Safety in Niagara* report).
- Design and printing /creation of all marketing materials and resources that may include, but are not limited to: website, posters, billboards, mailers, flyers, bumper stickers, print, radio and TV media ads, videos, bus ads, transit shelter ads, letterhead, postcards, signs, displays, presentations, promotional materials, while using existing “Think and Drive” brand and associated products.
- Provision of a CD containing all created products in print ready format, colour and black and white options and in several formats (including tif, jpg, bmp and eps) that can be manipulated for use in other print, radio, TV and web-based media. This CD becomes the property of the RNRSC.
- Provision of a detailed work schedule outlining the campaign communication plan project activities, timelines, and responsibilities of the bidder and the RNRSC project team.
- Provision of a detailed budget indicating cost breakdowns for all work related to successful campaign implementation including, but not limited to, planning, creative design, resource distribution, direct mail, all included media, printing, promotional materials, resource development, website design and maintenance, and other related costs.
- Provision of a monthly report indicating the cumulative project reach and uptake through the tracking of all communication resources (i.e. resource distribution, media hits, etc.)
- All resources must be made available in web-friendly format for Niagara residents to be able to access and print/download.
- The successful bidder will work directly with the RNRSC Project Manager and committee members.
- All materials associated with this project become the property of the RNRSC.

Project management, meetings and reporting with the marketing agency:

- The RNRSC’s lead contact and Project Manager for this project will be Linda Beyer, Health Promoter, Niagara Region Public Health Department. The successful bidder will also assign a lead contact person responsible for undertaking this project. No direction impacting the scope of the assignment shall be considered unless it is through the Project Manager (or designate as assigned).
- Provision of bi-weekly progress / status report to the RNRSC Project Manager indicating campaign progress, updated project schedule, budget, approvals, property report, changes, new issues, resource distribution, campaign reach and uptake, website usage (if applicable) and additional information necessary for process evaluation purposes.
- Meet monthly with the RNRSC Project Manager and other RNRSC project team members and Regional staff, and additionally at key milestone events, or as situations warrant, throughout the course of the project.

- Coordinate, via the Region's Project Manager, with other Regional staff and departments who may have an interest in or be affected by the project.
- Coordinate with utilities, local agencies, municipalities, etc, as required to expedite the work.
- Prepare and distribute "minutes of meetings" within seven (7) working days. Meeting minutes shall identify specific follow up action as required by specific individuals.
- Maintain a record of direct contact with all stakeholders and track communications, responses and comments.

All functional requirements will be linked back to the In Scope / Out of Scope project parameters.

3. High-Level Milestones and Timeline, Roles and Budget

3.1 High-Level Milestone and Timeline

Key Milestone	Target Date
Approval of region-wide campaign and budget	March 15-07
RFP issue	April 23-07
Approval of Project Charter	May 11-07
RFP closing date	May 8-07
Proposal review completion	May 18-07
Presentation to Regional Council	May 24-07
MTO final grant application submitted	May 31-07
Contract signed with marketing agency	June 4-07
Approval of campaign communication plan	June 25-07
Municipal presentations completed	Aug. 31-07
Approval of all marketing resources	Aug. 31-07
Campaign launch	Sept. 17 to Oct. 15-07
Campaign delivery	Oct. 16-07 to Dec. 31 2008
Campaign evaluation complete	Jan. 31-09
Campaign closure	Feb. 15-09
Campaign celebration	Feb. 28-09

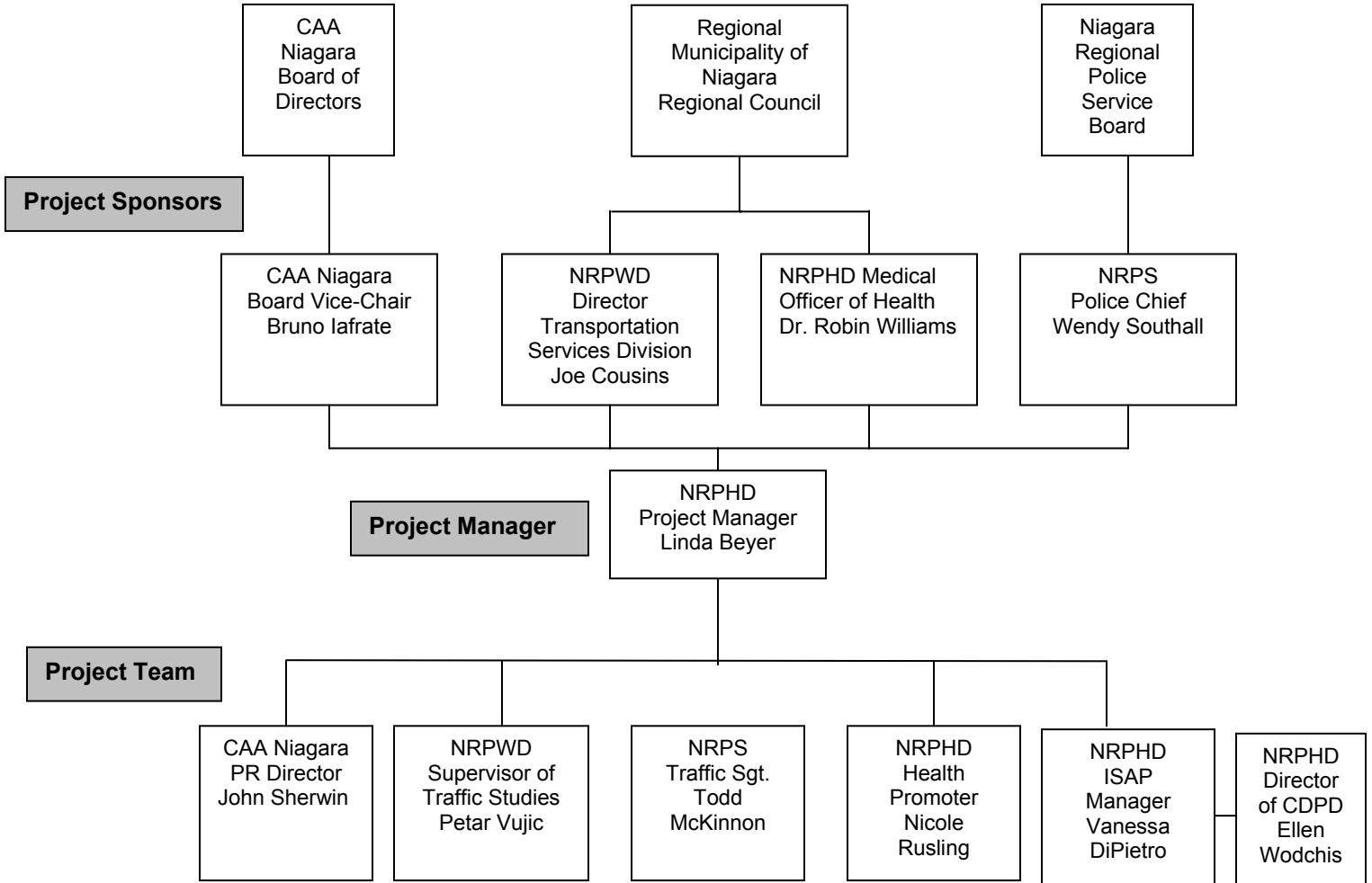
3.2 High-Level Roles

3.2.1 Roles, Responsibilities, Skills, FTE Estimates and Sources

Role	Project Responsibility	Skills Required	FTE	Regional/Agency responsibility
Key Stakeholders				
RNRSC Executive	Provide guidance, direction and approvals for RNRSC working committee and project team	n/a	n/a	Support and promote campaign within their agency
Niagara Regional Council	Approve project and resources (staffing, funding) and provide campaign promotion and support.	n/a	n/a	
Ellen Wodchis; Director of Chronic Disease Prevention Division (CDPD)	Communicate with NRPHD Health Management Team	n/a	n/a	Director responsible for road safety campaign.
Project Team				
Project Manager; Linda Beyer	Lead team, report status, manage contractor, external region-wide communications	Social marketing Project management Health promotion	1.0 (2007-2008)	CDP Injury Prevention Health Promoter; Road Safety
Marketing Firm Project leader	Design, planning and implementation of Think and Drive road safety campaign		n/a	n/a
Core Team; Nicole Rusling	Internal Regional and PHD Communications	Social marketing Health Promotion	0.7 (June 1, 2007 to Dec. 31, 2008)	CDP Injury Prevention Health Promoter, Car Seats, Youth ISAP initiatives

Core Team: John Sherwin	Assist with community engagement and outreach.	Public Relations	n/a	CAA Niagara Director of Public Relations Communicate with CAA Board of Directors.
Core Team; Petar Vujic	Provide Niagara traffic studies information. Promote campaign to internal and external stakeholders.	Traffic engineering	n/a	NRPWD Supervisor of Traffic Studies
Core Team; Todd McKinnon	Provide NRPS collision and enforcement statistics. Promote campaign to internal and external stakeholders	Traffic enforcement	n/a	NRPS Traffic Sergeant
Core team; Vanessa DiPietro	Empower project team Communicate with CDPD Director		n/a	Manager responsible for road safety campaign.
Team advisor; Natalie Zeitoun	Provide marketing guidance and expertise.	Road Safety, social marketing and social norms expertise. Provincial profile	n/a	MTO Road Safety Marketing Office Regional Planner
Team advisor: Fiona Peacefull	Provide community development strategic direction	Community Development expertise	n/a	Niagara Region Public Health Department Community Development Manager
Team advisor; Dan Pilon	Communications support and reviewer	Communications expertise	n/a	Niagara Region Public Health Department Communications Officer
Team advisors; Mary Lou Decou and Stephanie Totten	Evaluation advisors. Develop, manage and complete project evaluation and write final report.	Evaluation expertise	n/a	Niagara Region Public Health Department Epidemiologist
Total			1.70	

3.2.2 Project Organization Chart - Functional



3.3 High-Level Budget

The high-level budget summarizes labour, material and other costs during the life of the project and, as appropriate, on-going support costs after project completion. The high-level budget is at a summary level. The detail estimates supporting each cost type are maintained by the project manager.

3.3.1 Costs during the life of the Project

Cost Type	2007	2008	Total
Communications campaign development and planning	\$10,000	n/a	\$10,000
Communications (resource printing, advertising, media costs, website development and maintenance)	\$140,000	\$120,000	\$250,000
Campaign evaluation		\$30,000	\$30,000
Total Budget	\$150,000	\$150,000	\$300,000

4. High-Level Control Strategies

4.1 Communications Strategy

Effective and open communication is critical to the success of the project.

The key communication objectives for the project are:

- Give accurate and timely information about the project timelines, budget and quality to the project core team and sponsors through regular project status reporting using the “Project Progress Report”.
- Meetings will be held with the core team on a regular, as needed basis throughout the project.
- Consensus-based decision making will be used throughout the project. If consensus cannot be reached, the project manager is able to make a final decision.
- Will develop strategy for ongoing communication to the RNRSC Executive and Niagara Regional Council, NRPS Board, and CAA Niagara Board of Directors.

4.2 Issue Management Strategy

- Any Project Sponsor, Project Core Team member, or Project Team Advisor can raise issues.
- Identified issues will be resolved with the Project Manager’s involvement.
- All issues raised will be shared centrally with the Project Team.
- An “Issues and Action Log” will be used by the Project Manager and Project Team to manage any issues that may arise throughout the project.

4.3 Change Management Strategy

- The Project Manager has the discretion to authorize a proposed minor change. A summary of minor change requests will be reported to the RNRSC Executive and the Project Team as part of the regular status reporting.
- The Project Manager will assess the impact of the proposed major changes to the project budget, schedule, purpose, scope, objectives and resource requirements. Proposed major change requests will be discussed with the Project Team and submitted to the RNRSC Executive for consideration and decision.

4.4 Procurement Strategy

- The Request for Proposals “2007-RFP-18” was written by the Project Manager and Project Team with assistance from Niagara Region Corporate Services.
- The procurement process will be coordinated through Niagara Region Corporate Services.
- The review of all proposals received will be done by: Linda Beyer, Vanessa DiPietro, Dan Pilon, John Sherwin, Nicole Rusling, and Natalie Zeitoun and coordinated by the Project Manager.

Appendix

- *Report on the Niagara Regional Police Service Motor Vehicle Collision Data 1999-2003*
- *Think and Drive Road Safety Pilot Campaign: An Evaluation of an Initiative to Improve Road Safety in Niagara* report.
- *Request for Proposal; Creative Services, Road Safety Marketing Campaign Proposal Number 2007-RFP-18.*
- *Issues and Actions Log*