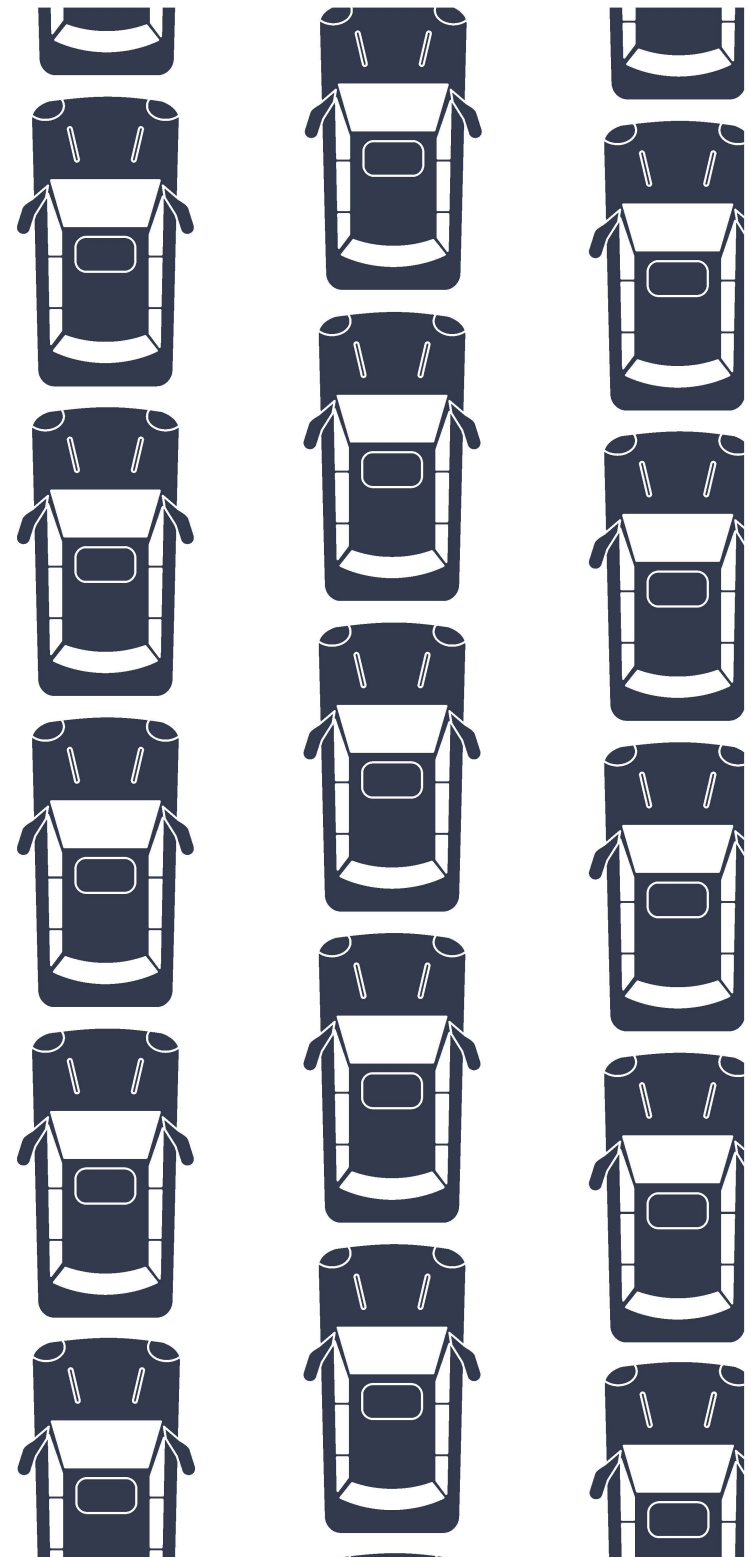
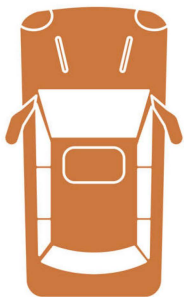
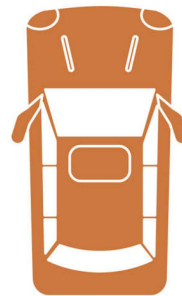


CITIES THAT THINK AHEAD, STAY AHEAD.

A creative communications campaign
created for **URBANISM NEXT**
by the Turnbull Communications Group





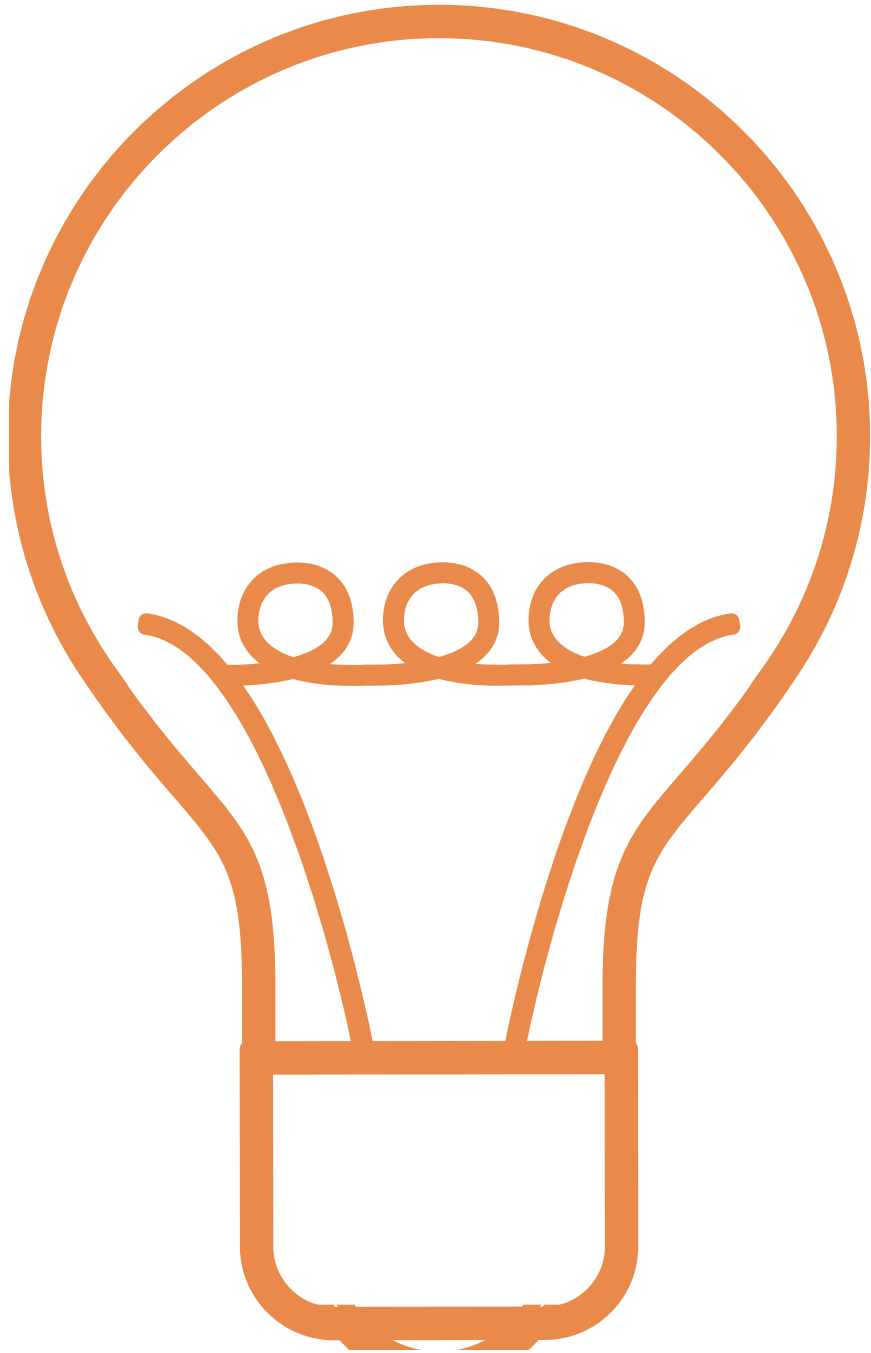
Created for **URBANISM NEXT** by graduate students in the University of Oregon's Strategic Communication Master's Program.

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December 2017



URBANISM NEXT MISSION

Urbanism Next will be the pre-eminent source for information about the potential impacts of emerging technologies – autonomous vehicles, E-commerce and the sharing economy – on city development, form and design and the implications for sustainability, resiliency, equity, the economy and quality of life.

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EXECUTIVE SUMMARY

Today, the way people shop for clothes, order delivery, get around town, or even look for places to stay when traveling is radically different from how people did those things a decade ago. Rapid technological advances in the areas of automation, e-commerce, and the sharing economy are behind these behavioral shifts, and there's no indication that the stream of innovations around these technologies is going to dry up anytime soon. If anything, it looks like things are just getting started, and what comes next could not only change shopping habits or transit choices, but fundamentally change urban landscapes forever.

In this time of unprecedented change, Urbanism Next (UNext)—founded in 2016 as a project of the University of Oregon's Sustainable Cities Initiative—fills a unique role. While several academic institutions have focused on various aspects of these emerging and increasingly ascendant technologies, only UNext has taken the holistic long view approach. Instead of simply asking “How can we implement these new technologies?” UNext asks, “What happens when we implement these new technologies, and how can we educate and prepare urban communities for what comes after?” More than merely asking the question, however, UNext aims to find the answers and share what they learn with the world.

This document exists to support that goal. What follows is a comprehensive one-year communications plan focused on connecting UNext with professionals and leaders within the industries most affected by (and most responsible for shaping) these technologies. In addition, this plan prescribes the steps necessary to not only connect with these professionals and industry leaders, but to educate and inform them on the issues as well. A synopsis of what this plan includes is found below. For the sake of clarity within this executive summary, this synopsis is organized according to J.E. Marston's (1963) R.A.C.E. model.

The **Research** material in this plan includes industry and media research, applied communications theories, target audiences, and demographic information. It additionally includes a “Strengths, Weaknesses, Opportunities, and Threats” (SWOT) analysis, as well as an overview of potential competitors and partners. These sections provide a foundation on which the following categories are built.

The **Action Planning** sections of this document build on the research sections listed above in order to develop a strategic plan that accomplishes the goals and missions of the organization. These sections include planning documents for white paper and social media workflows, community and news media engagement, budgets, timelines, organizational themes and positioning statements, and a new cross-industry collaborative web platform. Specific strategies and tactics for implementing this plan are also included, all of which are designed to be specific, measurable, actionable, relevant to the situation at hand, and time-based.

The **Communication** planning in this document focuses on providing clear templates and guidelines for interacting with relevant media organizations identified in the research sections. Pitch guides for think pieces, etiquette and best practices suggestions for building and maintaining relationships with journalists, and ongoing methods to identify and track ideal media outlets are all included in these sections of the plan.

The **Evaluation** portions of the plan address what to do after implementing the previous sections. Methods for gauging ongoing campaign effectiveness, measuring campaign return on investment (ROI), and tracking continuing media coverage of the organization and its mission are all included in this category. The purpose of these sections is to ensure that the Urbanism Next communications plan remains effective and relevant moving forward.

Combined, this plan will guide UNext through its first year of a new communications strategy. Additionally, while nothing beyond the first year of UNext communications is explicitly covered, suggestions for next steps following implementation of this plan are included. By adopting the strategies, templates, and suggestions found in this document, UNext will be positioned to establish itself as a thought leader. In doing so, it will be empowered as a facilitator of cross-industry dialogue and collaboration, as well as an educator and guide on the effects that automation, e-commerce, and sharing economy technologies will have on urban landscapes.

URBANISM NEXT

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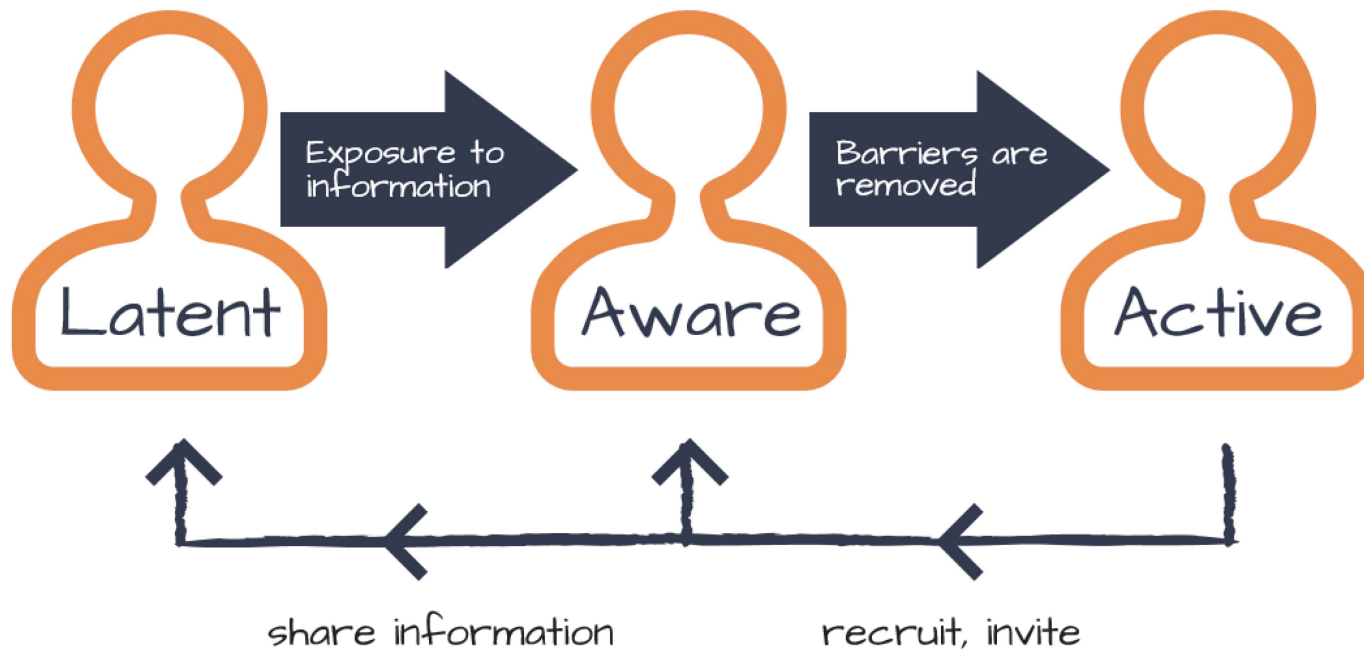
THOUGHT LEADER

TARGET AUDIENCE ACTIVATION MODEL

The following graphic provides a visual model for how the strategies and tactics in this campaign will move professional audiences from a latent or aware state to actively engaging with UNext. This model is based on Grunig's Situational Theory of Publics described on page 21.

The bold arrows represent the work that UNext will be doing to promote its research and content and remove barriers that prevent industry professionals from actively engaging with UNext. The reverse-flow arrows at the base of the model represent the work that aware and active audiences will do to share information and recruit other professionals into the fold.

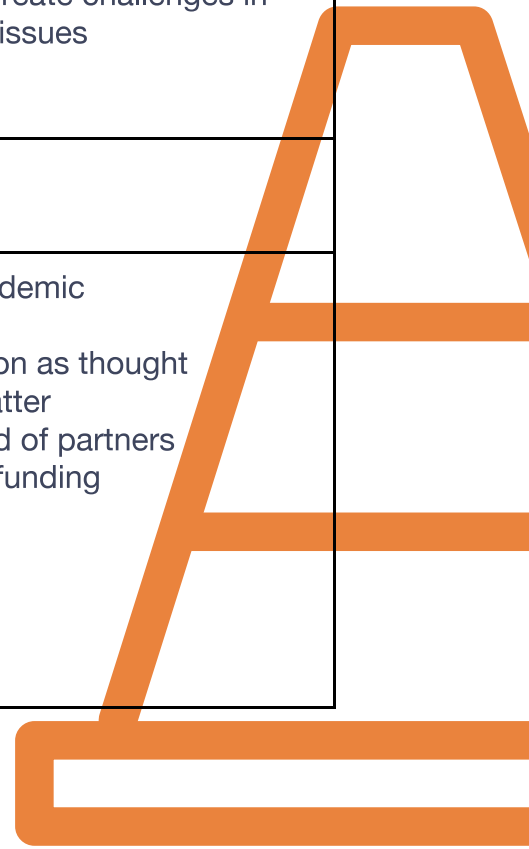
You will see the Target Audience Activation Model (TAAM) referenced throughout the campaign and how each objective contributes to this cycle of engagement.





SITUATIONAL ANALYSIS

Urbanism Next Communications	
Strengths	Weaknesses
<ul style="list-style-type: none"> • Charismatic leader with strong vision • University of Oregon support with Sustainable Cities Initiative • Portland-based (innovation/technology) • Partnering with UO departments • Existing research/content online 	<ul style="list-style-type: none"> • Limited digital presence • Lack of funding • Limited staff time to support initiatives • Broad subject matter may create challenges in bringing focus to individual issues • Low name recognition
Opportunities	Threats
<ul style="list-style-type: none"> • Develop strong community of practice • Position as thought leader • Cultivate a community of contributors to the UNext conversation • Tech, and affiliated industries are active in Portland • Increase active relational engagement within target audiences 	<ul style="list-style-type: none"> • Competition from other academic institutions (MIT, Stanford) • Corporations holding position as thought leader on UNext subject matter • Creating adversaries instead of partners • Failure to secure adequate funding



RESEARCH

BACKGROUND ON URBANISM NEXT



THE UNEXT TEAM

NICO LARCO Co-Founder/Co-Director Sustainable Cities Initiative; Associate Professor, Department of Architecture

BECKY STECKLER Program Manager, Urbanism Next

REBECCA LEWIS Research Director, Sustainable Cities Initiative; Assistant Professor, Department of Planning, Public Policy and Management

Urbanism Next (UNext) is a part of the Sustainable Cities Initiative (SCI) at the University of Oregon (UO). SCI was created in 2009 and has a broad initiative of promoting “education, service, public outreach, and research on the design and development of sustainable cities” (What is SCI, n.d.). UNext was founded in 2016, with a focus on the impact that changes in technology could have on the design and planning of cities, as well as developing a think tank of leaders, academics, and researchers to help facilitate the

gathering of related information (Urbanism Next, 2016).

UNext specifically looks at three categories of technological development and their effects on urban planning and development. These areas of focus include e-commerce, autonomous vehicles (AVs) such as automated drones and self-driving cars, and the sharing economy. UNext has taken important steps in the past year that include developing professional partnerships (Urban Land Institute, American Institute of Architects, etc.), press opportunities, industry conference attendance, and regular UNext blog postings. UNext is partnering with several schools within the UO, including:

- College of Design
- School of Law
- School of Journalism and Communication
- Lundquist College of Business
- School of Planning, Public Policy and Management

to publish white papers, apply for research grants, develop a communications plan, and work on business strategies from changes in technology and transportation.

UO associate professor and SCI Co-Director Nico Larco heads UNext, as well as acting as the organization's main spokesperson. Larco's work with SCI and UNext takes him to conferences across the US and abroad. He has been featured and interviewed by many media outlets, including NPR's Think Out Loud. Becky Steckler joined the team in August 2016 as the program manager, and will also serve as a main point of contact and spokesperson for the brand. The UNext team is currently arranging the Urbanism Next Conference, which is scheduled to take place in March of 2018. The event is intended to be the first in a series of annual conferences that convene industry experts for a multi-day, interdisciplinary gathering to facilitate idea generation and collaboration. The conferences will focus on the main themes of how emerging technologies influence land use, urban design, transportation, real estate, policy, and finance.

UNext's current public-facing interface is a blog that regularly features relevant research and current events, white papers, and contributor content. The blog is limited in its ability to have a range of content and tabs to help organize new information and research. UNext also has a limited social media presence, including recently established accounts on Twitter and Facebook.

THREE CRITICAL AREAS OF INFLUENCE

UNext identifies three areas as having the most influence on city planning in the future: AVs, e-commerce, and the sharing economy. Each influence encompasses threats and opportunities in the context of city planning. In order to better understand the target audience, it's important to understand

the confluence of research on these issues, as well as how they fit with the current state of the industry.

CORPORATIONS AND THE AUTOMOBILE INDUSTRY

The automobile and transportation industries have made significant investments in the development of AVs. Currently, there are 18 companies that have indicated some investment in the development of partially or fully automated vehicles.

In particular, automakers and service providers, such as Ford and Lyft, have established partnerships with the goal of conquering the self-driving market (Muoio, 2017). Another example is Waymo, a subsidiary of Google's parent company Alphabet, which has partnered with Fiat Chrysler and hopes to launch a robot taxi service by the end of 2017 (Muoio, 2017). Since its initial launch in 2009, vehicles in Waymo's self-driving car project have logged more than two million miles autonomously. These relationships appear to be mutually beneficial, as service providers seek to build autonomous fleets, thereby reducing their dependency on human drivers that must be incentivized to come online during non-peak hours. Additionally, automakers see an opportunity to develop brand loyalty by exposing future potential buyers to their product through the partnership, making it more likely that a consumer will purchase a product they already know and trust.

Some particularly ambitious automakers have publicly announced loftier goals, however. European manufacturer Groupe PSA (PSA), for example, has announced that it plans to have fully driverless cars on the road by 2020 (Muoio,

2017). While PSA is specifically targeting the European market, it's likely that their endeavor will bolster competition within U.S. markets as well.

RETAIL

A common question facing the retail industry is whether brick-and-mortar storefronts will be a requirement in the future given the ascendent dominance of e-commerce. At the heart of the issue is the disconnect between the supply chain and storefront operations. Retailers seek to stock the most marketable items, as carrying vast inventories reduces profit margins (Turner, 2017). Many retailers are experimenting with “try-on” formats, in which the retailers engage consumers online, where they may research garments or products ahead of a visit to a brick-and-mortar location. Customers can schedule an opportunity to try the product and engage with a knowledgeable staffer and then complete the purchase by ordering the product in-store for home delivery. If the format grows, many brick-and-mortar locations may shift to only stocking product samples while fulfilling purchases via home delivery (Turner, 2017).

In addition to goods and services, consumers demand “memorable events” in what is known as the “experience economy” (Pine & Gilmore, 1998; Degen, Melhuish & Rose, 2016). Retailers and big business will continue to reinvent the retail experience in order to incorporate the concept. Marketers will continue to develop strategies that incorporate “experience” into the overall retail landscape.

SHARING ECONOMY

The sharing economy refers to product-service systems that create a commercial platform for individuals to seek out or offer services to others. Two of the better-known examples of such systems that would be of specific interest to transit are Uber or Lyft, which allow consumers to seek transportation services from drivers at a predetermined cost. Outside of transportation services, Airbnb and Amazon Flex (the distribution network for Amazon Prime Now) are examples of peer-to-peer property rentals and public-powered delivery systems, respectively.

Regarding managing and regulating the sharing economy, researchers Heinonen, Parkkinen, Karjalainen, and Ruotsalainen (2017) call for the creation of “anticipatory hybrid governance” through a deliberative foresight process. The researchers established a framework that takes hybrid land use spaces, eco-smart cities, potential regulatory or logistical conflicts, and local democracy and grassroots efforts into account in order to inform the rulemaking and governance process associated with urban planning and development. The researchers propose a process of “horizon scanning, filtering, and interpretation,” or a means to identify potential opportunities and risks, as a method through which the government might approach governance of such sharing platforms. Of particular importance, Heinonen et al. (2017) stress that governments must apply an “anticipatory lens” to the overall governance process by taking responsibility to “align science, innovation and emerging technologies with

short- and long-term social needs and goals” (p 273). This research raises points that may help inform interactions between UNext and lawmakers responsible for urban development.

ACADEMIC DEVELOPMENTS

The European Union, through multi-stakeholder funding and collaboration with several European universities, has established CityMobil2. CityMobil2 is a pilot platform for automated road transport systems intended “to be implemented across Europe” (CityMobil2, n.d.). To date, CityMobil2 has facilitated live demonstrations of automated road transport systems (ARTS) across seven European cities. The organization has conducted primary research on understanding and promoting citizens’ acceptance of new transportation systems. The live demonstrations have served as an opportunity to introduce the general public to the concepts and capabilities of automated mass transit. Additionally, CityMobil2 seeks to assist cities in overcoming the legal barriers to automated systems deployment (CityMobil2, n.d.). Research found that of the users of the ARTS temporary demonstrations, more than 80% were enthusiastic and would support the continuation of the demonstration, while 70% supported the extension of the demonstration throughout the city (CityMobil2, n.d.).

In the world of peer-reviewed journals and other scholarly works, there has been a groundswell in interest in developing advocacy around urban planning and design. In particular, many scholars within the field of computer science are

pushing for regulatory advocacy of AV technology. Todorovic, Simic, and Kumar (2017) identify stakeholders that should recognize the change as “Science and Technology institutions, automotive industry worldwide, customers as drivers and passengers, local and global communities, local and global governing bodies, environmental and health institutions.” Given the increased interest in the topic, the academic landscape is primed for a thought leader to step forward.

FORWARD THINKING CITIES

The city governments of many major cities across the United States have specific sustainability initiatives that focus on planning for future growth while accounting for how changes in technology, the environment, and the economy continue to transform urban development. Many state governments allocate funds to these types of initiatives for major cities within their borders. In addition, some cities apply for and receive federal grant funding. However, most of these initiatives are not anticipating or preparing for a number of likely developments and changes including potential widespread implementation of AVs. According to Walker (2016):

A report from the National League of Cities that surveyed the long-term transit plans of 68 large cities showed that only six percent even mentioned self-driving cars. Earlier this year, the U.S. Department of Transportation solicited grant proposals from 78 U.S. cities as part of the Smart City Challenge in an effort to get cities thinking about this future.

The Smart City Challenge is one example of how the federal government is helping cities prioritize city planning in advance of a wave of technological advancements that could transform transportation, commute times, and possible urban sprawl. As mentioned above, however, the federal government is not the only level of government encouraging new urban planning paradigms. Below are brief snapshots of some of the more innovative cities and steps that local governments have taken that align with the overall goal of sustainability and solving transit challenges as technology and urban development begin to transform cities.



PORTLAND, OR

UNext is located in Portland, a city that is currently engaged in a new paradigm of urban development and design. Portland has a well-established reputation as a city dedicated to mass transit and the ideals of local culture. However, the city is also working toward the roll-out of automation technologies, many of which could potentially threaten both mass transit and local culture if mismanaged.

In an effort to avoid the risk of mismanagement, the City of Portland is actively working on planning for AV integration and adapting the innovative technology into the existing city

ecosystem. Portland's Bureau of Transportation has launched the Smart Autonomous Vehicles Initiative (SAVI) in order to address the many issues that can accompany introducing AVs into a city. SAVI is leading the local development of AV best practices for operation on city streets, with a focus on ensuring AVs provide maximum benefit to the city and its residents while minimizing additional congestion and unsafe driving conditions (PBOT, n.d.). Some of the best practices under development look at making sure that AVs can operate safely on the streets with pedestrian, wheelchair, and bike traffic. According to their website, SAVI states that it is "important that cities provide clear leadership as AV technology is tested and piloted before widespread use" (PBOT, n.d.).

Mass transit is also very popular in Portland, with public transit services being used by 77% of Portland metro residents at least once a year. Of those, 39% ride mass transit at least twice a month (TriMet, 2016). This high ridership, coupled with mass transit dependency from financially disadvantaged residents, makes automation of public transit a priority for the city and for the community. The importance of making transit equity a priority is evident in the median wages for the city; while the median annual wage for Portlanders is \$32,432, among Portlanders reliant on mass transit the median annual wage is only \$25,693 (Maciag, 2014). SCI is currently partnering with the Portland metropolitan area mass transit system, TriMet, on a year-long initiative. Called the Southwest Corridor Project, the 2017-2018 initiative aims to improve transit lines in southwest Portland and southwest Washington County

(Sustainable City Year Program: TriMet, n.d.).



LOS ANGELES, CA

The City of Los Angeles launched the Sustainable City pLAN in 2015 and established one short-term and two long-term goals (2017, 2025, and 2035, respectively) across 14 different categories that focus on advancement in the areas of the environment, the economy, and equity (Where is LA Leading, n.d.). In terms of sustainable transportation, LA has implemented the largest bike share program in the country, with over 19,000 trips taken as of January 2017. The city has additionally rolled out a successful electric car share program that specifically targets low-income residents (Where is LA Leading, n.d.).

LA is also the first city to begin to address how the intersection of multiple technologies like smartphones, networked “smart” infrastructure, and AVs will affect the transportation system (Walker, 2016). In addition, LA’s Transportation Technology Strategy organization produced a report entitled “Urban Mobility in the Digital Age” (Los Angeles Transportation Technology Strategy, 2016). The report focused on the connection between AVs and land use, and the City of Los Angeles used this as their starting point

for planning for the introduction of AVs in the city. Report author and architect Ashley Hand observed that “transportation and land-use are inextricably linked. How far things are in your life, like work, home, school, healthcare, shopping, can determine how much time is spent traveling during any given week” (Walker, 2016).



SAN FRANCISCO, CA

As befits a technology hub of its reputation, the City of San Francisco (SF) is working with a variety of government and private partners to plan for a future with emerging automation, e-commerce, and sharing economy technologies in mind. In particular, the city is looking at how to improve the flow of mass transit, bikes, pedestrians, and cars within the city. SF’s Transportation 2030 initiative is focused on roads, transit, and safety when navigating existing city infrastructure, and puts initial cost estimates for modernizing city infrastructure at \$10 billion by 2030 (Transportation, n.d.). SF is also working with private companies and setting general policies for AV tests within city limits. Lyft, a private ride networking service, and Drive.ai, a self-driving car developer, recently announced that they are launching a limited number of self-driving cars for select customers to test in the city. Additionally, General Motors is

already driving its employees around the city via autonomous Cruise taxis (Davies, 2017).



SEATTLE, WA

Another technology hub, the City of Seattle has launched a large initiative focused on protecting the local environment as the city grows. Seattle's Department of Transportation and Land Use has set a goal for the city to be carbon neutral by 2050 through its Drive Clean Seattle plan. The plan includes transitioning to an all-electric fleet for city vehicles, fostering partnerships with the electric vehicle (EV) industry, and investing in charging stations for EVs. Additionally, the plan calls for developing building codes for EV charging stations and creating policy and industry standards for AVs to help encourage investment (Coven, n.d.).

ACADEMIC COMPETITION FOR FUNDS

A primary source of funding for academic initiatives comes in the form of grants from and partnerships with private businesses and organizations. Available project funding through these channels is often limited, and academic institutions that are invested in similar areas of interest often compete for the same resources. There are also many cases where institutions partner on initiatives and collaborate on large research projects. The following list is a sample of some of the universities that are also leading in the areas of urban planning and autonomous vehicle research and technology:

senseable city lab

Massachusetts Institute of Technology (MIT), **Senseable City Lab**: Focuses on how digital technology affects the description, design, and occupation of cities.

MIT also has a **Center for Advanced Urbanism**, which works to advance planning around the future of the changing urban environment and the impact potential of design and research.



University of Florida, **Autonomous and Connected Vehicles**: Drives participation in research and competitions focused on AV technology and planning.



University of Michigan, **Mcity**: Focuses on transforming transportation safety and sustainability through partnerships with industry, communities, and governments.



Stanford University, **Digital Cities Program**: Has the goal of changing the way government and businesses plan for digitalized urban centers.

LITERATURE REVIEW

SITUATIONAL THEORY OF PUBLICS

Grunig's Situational Theory of Publics (STP) (Grunig & Hunt, 1984) describes publics in four categories based on the extent of their awareness of a problem and the extent to which they can do something about it. In the context of UNext and this campaign we will focus on latent, aware, and active publics. By segmenting industry professionals into these three categories, UNext will more effectively motivate and inform their audiences.



LATENT

In this case, latent publics are professionals within target industries who are not yet aware of the fact that their industry is affected by the problems addressed by UNext. These individuals will need basic and consistent messaging to raise their awareness and convince them that these problems exist. They are not yet seeking the information UNext has to offer.



AWARE

Aware publics know that the problems exist, but are not taking action to address them. These individuals need messaging that helps them feel capable of making a difference. This includes giving them access to the tools and resources they need to affect change and otherwise removing any perceived barriers to addressing the problem.



ACTIVE

Active publics, then, are those individuals who are aware of the problem and have organized to respond to it. By engaging and involving active publics, UNext can mobilize them to inform and motivate latent and aware publics and create a sustainable cycle of audience engagement. Additionally, this engagement with active publics provides UNext with an opportunity to increase awareness of the organization and further establish the organization as a thought leader.

THOUGHT LEADERSHIP

UNext, for the most part, is focused on bringing together industry professionals and influencing how they think about the future of city planning (Urbanism Next, 2016). In other words, UNext wants to become a thought leader. However, thought leadership is more than just a buzzword for industry influence (Brenner, 2016, Brownlee, 2017, Forbes Insights, 2015). It's also a content marketing strategy that combines the talent, experience and passion inside a business or community to answer the biggest questions on the minds of target audiences on a particular topic (Brenner, 2016). In the case of UNext, it would involve taking a programmatic approach to delivering research and recommendations to industry stakeholders using sales, marketing and media channels. Forbes Insights (2015) describes leadership marketing as a relatively new discipline, which has become an executive priority for most business-to-business (B2B) marketers.

In order to be a successful thought leadership program: UNext will need to focus on quality over quantity, publishing original ideas and proprietary research that offer a new perspective and change how professionals view the industry. A clear line will need to be drawn between digital marketing content and growth strategy. There will also need to be a process in place that motivates and equips industry professionals to plan ahead of technological advancements. Some funding, research, and brand positioning priorities that will help guide the program will need to be set. Finally, UNext must be “channel ready” by creating content that is “actionable, targetable, useful, trackable and reusable across many channels and devices” (Forbes Insights, 2015).

MEASURING THOUGHT LEADERSHIP

Once a thought leadership program has been put in place, it is important to establish what key performance indicators (KPIs) would be appropriate to measure its success. According to Brownlee (2017), the best KPIs for a thought leadership program are:

- Output, or the number of thought leadership blog posts, white papers or videos posted by the organization within a specific time period
- Media mentions, or how many times the organization is mentioned by predetermined publications and news outlets that are influential in the field
- Number of awards given to the organization, or recognition of the organization’s leadership within the industry

- Quality website linkbacks, or the number of times key influencers link to content on the organization’s website; and finally
- Speaking engagements, or the number of conferences, webinars, and speeches members of the organization participate in.

ENGAGEMENT

In the context of communications and media, engagement refers to the process of ensuring that organizations are responsive to their audiences and communities and vice versa (Journalism That Matters, 2017). Though engagement can be either relational or transactional in nature, engagement fundamentally involves a two-way exchange of information between the two parties (DeVigal, 2017; Lawrence, Radcliffe, & Schmidt, 2017). This forms a recursive process, through which organizations produce information and content increasingly influenced by and in line with community needs, insights, and desires (Brandel, 2016). Engagement can also be used to drive publics through the stages of awareness described by the situational theory of publics (Grunig & Hunt, 1984). Specifically, engagement can elevate the awareness of publics from latent, where the public is unaware of the problem, to active, where the public is aware of the problem and is organizing to address it.

RELATIONAL ENGAGEMENT

Relational engagement refers to a method of engagement that focuses on building long-term collaborative relationships

and trust between organizations and communities (Guzmán, 2016). Rather than treating communities as audiences passively consuming media, relational engagement focuses on involving communities in the ongoing discussion and development of a topic or issue. Under this method, community members not only become active participants in and consumers of organizational media, but also engaged and empowered agents of their community (Journalism That Matters, 2017; Lawrence, Radcliffe, & Schmidt, 2017).

In UNext, this will manifest in two different ways based on what stage of communication the organization is currently in. In the first stage, which is the focus of this campaign, relational engagement will be used to involve institutional and professional experts in the ongoing discussion and development of key UNext issues. Rather than merely being informed of the issues by UNext, involving these experts as active participants and partners will instead give them co-ownership of the issues. This, in turn, will give them a vested interest in the UNext mission and ongoing buy-in on the importance of the issues. Simultaneously, UNext's role as a convener and facilitator of this collaborative process will help establish and cement its position as a thought leader.

The second stage, public engagement, lies outside of the timeframe of this campaign. However, if UNext chooses to continue with the strategies of the first stage, the second stage will follow many of the same principles. As with the experts, the general public will be invited to participate in the process of shaping what their future will look like. By using relational engagement techniques, UNext will be able to sidestep many of the issues that transactional engagement

faces when attempting to maintain ongoing public interest or action. UNext, as well as its aforementioned expert partners, will be able to interact with the general public as collaborators and peers and in doing so give the general public ownership of the issues.

TRANSACTIONAL ENGAGEMENT

In contrast to relational engagement, the transactional method of engagement focuses on using engagement with audiences as a means of furthering organizational or business objectives, rather than putting any particular importance on developing ongoing relationships. As such, the value proposition for transactional engagement is one-way; the focus is on what an organization gets out of their audience without much consideration for what the audience gets in return (DeVigal, 2017). Additionally, this method typically maintains the role of community audiences as largely passive consumers of information. Although transactional engagement may gather input from the audience, the audience is not an active participant (Journalism That Matters, 2017).

Transactional engagement may sometimes have tools and techniques in common with relational engagement. The relational method may sometimes also produce results that meet the objectives of the transactional method and vice versa (Guzmán, 2016). Despite this occasional overlap, the difference in focus between the two methods sets them apart even when common ground is found between them.

Some transactional engagement techniques, such as social media outreach strategies and conventional advertising and marketing, will be used throughout the campaign. In particular, initial engagement with target audiences will draw heavily on transactional engagement methods, as most existing engagement tools are built around driving transactional engagement. However, ongoing engagement of relevant partners and stakeholders will be done almost exclusively through relational means.

MESSAGING

Although UNext is positioning itself as a “voice of caution,” it should seek to maintain a balance of both positive and negative message frames to avoid polarizing the conversation (Heath & Waymer, 2009).

FEAR-BASED APPEALS

According to the American Psychological Association, based on a comprehensive review of the last 50 years of research, fear-based appeals are effective at influencing attitudes and behaviors, particularly among women (Tannenbaum et al., 2015). The authors of this meta-research analysis also found that the effect of fear-based appeals is greatly enhanced when recipients are reassured of their self-efficacy. In other words, the fear-based appeal becomes more effective when they are equipped to perform the appeal’s recommended actions (Tannenbaum et al., 2015).

THE POSITIVE/NEGATIVE PARADOX

In the same vein, it is worth noting existing research on the effects of overly negative messaging. If UNext positions itself “against” those who are touting the progress of the automation movement (PCAST, 2016), it demands that opposing sides “surrender” and risks compromising the organizational legitimacy and interests of UNext. Instead, best practices in strategic communication suggest a collaborative effort that serves both industry and public interests, and positions its case as a win-win scenario (Heath & Waymer, 2009).

TARGET AUDIENCES

UNext targets a wide range of industry professionals, academics, and government officials. While the current strategy has established strong connections with many in these fields, this campaign will prioritize transitioning these industry connections from their current ad hoc status to a more formalized professional network. This campaign will additionally focus on engaging with industry professionals that are currently unaware of UNext. In order to establish this network and engage with industry professionals, UNext will need to target a highly diverse group of stakeholders, from architects and real estate professionals to urban developers and elected officials. The professionals working within these fields come from a number of different backgrounds, including private practice, academia, and government; these different backgrounds will also factor into the strategies and tactics of this campaign.

This section should be considered a signpost pointing the way forward for the campaign, rather than as a definitive guide for all intended audiences. These target audience groups are important audiences for UNext, as they represent potential partners, collaborators, and gatekeepers. In addition, in the future they will be the ambassadors that help communicate these messages to the general public.

ARCHITECTS

Architects are a key demographic to target. This group is responsible for identifying and interpreting how building design trends can provide an enhanced experience for

inhabitants. They're also crucial in developing and implementing new architectural techniques, many of which can directly advance the objectives of UNext.

As a profession, architecture is a male-dominated field. Approximately 74% of all architects are male. The average age of males in the field is 45.7, while the average age for females in the field is 40.4. This may imply that there is a growing number of females entering the field.

REAL ESTATE BROKERS AND SALES AGENTS

Real estate brokers and sales agents in the US are a key target for UNext due to their invaluable market knowledge involvement with daily purchases and sales of commercial property in urban centers. They also understand how changes in transportation and technology can affect livability and vitality within an urban environment. This target needs to be continually informed about future trends and how cities are planning for shifts in land use, development, and economic impact.

Agents and brokers are most often categorized under the real estate industry. As of 2015, 577,490 members of the industry were agents or brokers, who on average earn a salary of just over \$69k per year (DataUSA, 2015). Females make up over half of the workforce (53.8%), but the average wage distribution is skewed much higher for males (just over \$85k) than it is for female members of the workforce (about \$54k.) According to statistics from the National Association of Realtors, men tend to stay in the profession longer and have more experience (Riggs, 2017). The average age in the field

is 48 years old, and 82.4% of industry professionals are Caucasian. Additionally, while regulations vary across the country, all agents need to have a professional license to operate legally in their state.

URBAN PLANNERS

There are around 22,000 urban and regional planners in the United States (DataUSA, 2015), many of whom belong to one or more of the roughly 30 national urban planning associations in the country (NYU, n.d.). Urban planners are a key target audience for UNext as they are directly involved in developing plans for land use and programs that support communities, accommodate population growth, and revitalize physical facilities in towns, cities, counties, and metropolitan areas (U.S. Bureau of Labor Statistics, n.d.). Their respect for and endorsement of UNext would be invaluable to the organization.

Urban planners receive their industry information from publications such as *Planning* (circulation: 43,000) and *American City and County* (circulation: 72,000) (Steins, 2010). Most work full time and attend meetings with neighborhood groups that take place during evenings and weekends (U.S. Bureau of Labor Statistics, n.d.). Additionally, because urban and regional planners are required to have a master's degree from an accredited planning program to qualify for most positions, they are specialized and well educated (U.S. Bureau of Labor Statistics, n.d.). Although women make up 44.5% of the workforce, the average urban or regional planner in the United States is a 42 years old white male who makes around \$70,000 a year (DataUSA, 2015). It is worth

noting that about 2 out of 3 urban and regional planners worked in local government in 2014, intersecting with another key target audience for UNext: governmental organizations.

GOVERNMENTAL ORGANIZATIONS

Governmental organizations will be key target audiences throughout the lifetime of UNext communications. In the earlier stages, local and state governments will be particularly important, as individual cities, counties, and states begin to draft and implement policy surrounding the sustainable development of e-commerce, the sharing economy, and AVs. In later stages, federal entities will also become important as UNext leverages its thought leader status to influence the development and implementation of national policy as well. Given the wide breadth, depth, and interconnected nature of the three key UNext focus areas, several different governmental organizations will need to be considered in UNext communications strategies. At the local and regional level, transportation, administration, business, infrastructure, revenue, development, environmental, and logistics organizations will need to be key audiences, while allowing for local differences in jurisdiction and structure. The federal counterparts of these departments should also be engaged in future communications planning, as will relevant Congressional committees. Contingencies for interacting with a potentially hostile executive branch should also be taken into account.

Because of the inherent complexities governmental organizations present as target audiences, special consideration needs to be given to selecting and prioritizing

appropriate governmental entities as focus points for the campaign. While the specific structures will vary between governments, organizations most directly related to developing and implementing policies need to be prioritized above other connected but more indirectly related entities. Note that these priorities will need to be assessed on a case-by-case basis. The relevant organizations within an already forward-thinking city might be markedly different than the relevant organizations within a county government dealing with aging infrastructure and urban sprawl.

Despite these complexities, there are some common traits that are likely to be found among governmental organizations. For example, UNext will be working with officials with decision-making or at least policy-guiding power, meaning engagement and messaging efforts will usually be crafted around upper management. Additionally, these officials will typically be either themselves publicly elected to their office or appointed by someone who was, meaning that they will likely be sensitive to public sentiment. From a demographics perspective, government officials tend to be overwhelmingly white and male, with white men making up an average of approximately 71% of office holders across all levels of government (Women Donors Network, 2014). While exact age demographics are difficult to track, government officials on at least state and federal levels tend to be an aging population (Horowitz, 2014; Silver & Mehta, 2017). Additionally, governmental organizations will often employ professionals covered in the target audiences above, so there will be regular overlap between this target audience and others.

INSTITUTIONAL INVESTORS, PRIVATE EQUITY, AND VENTURE CAPITALISTS

Investment will be a critical component in the development of city infrastructure that will support emerging technologies, AVs, experience retail, and the ascendancy of the sharing economy. Investment comes in the form of institutional investors, or entities that pool money in order to purchase securities or real property; private equity, or investment of pooled funds structured as a limited partnership that are not publicly traded; and venture capital, which is a form of private equity in which financing is provided to early stage or not-yet-proven companies that have high potential for growth.

Much of the funding to spur such development will be derived from institutional investors, as well as private equity and venture capital firms. In the U.S., the annual revenues for companies specializing in institutional investing exceeds \$183 billion annually, with estimated assets under management or administration in excess of \$3 trillion in 2018 (IBISWorld, 2017). Companies specializing in urban development will look to these entities as partners to provide funding. Ultimately, investment is dependent on the return on investment, or ROI, that the institution stands to realize. It's imperative these entities have access to information and research conducted by thought leaders such as UNext in order to make informed decisions that include opportunities and risks that coincide with investment.





TARGET AUDIENCE PROFILES

Tim the Investor

“When opportunity knocks, I answer.”

Tim is eager to learn trends and deploy capital based on opportunities. The biggest threat on the horizon would be to miss an opportunity to invest, or base decisions off of inaccurate data. Stakes are high, and salaries can be directly impacted by investing in high-performing projects. Economic investments through institutional entities can have a significant impact on the direction of society. Societal demands also influence decisions.

Professional Goals: Slow and steady rise; performance-based salary increases; happy to be middle manager and eventually retire with own consulting firm in home office with a lake view.

Pain Points: Due diligence and research are needed to support the direction of institutional investments. Primary research is essential to guiding decisions on investment. I

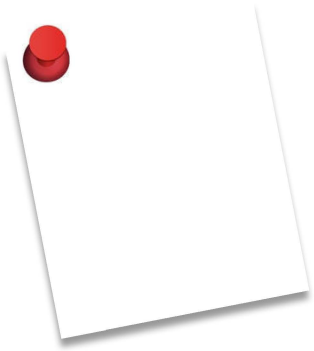
need connections and access to individuals in decision-making roles in city government and planning.

Needs: When my company invests in something, we need to see that it is going to work against the bottom line and give me a positive ROI.

Relevant UNext Features: The List (Appendix 3); connection to a professional network

Relevant UNext Content: Research to make fact-based decisions; future forecasting is important

Media Consumption: New York Times, Wall Street Journal, Economist, Harvard Business Review, Fast Company, Wired, Bloomberg, CNBC



Albert the Architect

“Getting the right angle is everything.”

Albert is meticulous. Good design is essential to his existence. Details matter. The use of a space should influence its overall design and aesthetic.

Professional goals: To secure high profile projects that add to prestige and have budgets that allow for play with tradition and for building with new, modern materials.

Pain Points: There are risks in determining which features to include within a design. By the time a project comes to fruition, technology may have advanced to the point that would make the feature obsolete. I need to be ahead of the curve as my reputation will depend on it.

Needs: Form and function are old ideas, needs beauty and innovation in ideas and design space.

Relevant UNext Features: Collaboration and discussion with other experts in the field. Access to key individuals at the forefront of research. Access to research information that will inform decision-making.

Relevant UNext Content: Research, group discussions, white papers, conferences

Media Consumption: Architect (American Institute of Architects) Architectural Record, Planning Magazine (American Planning Association), Next City, The Atlantic, New York Times, MSNBC, CNN, National Geographic TV



Sage the Academic

“Learning is the path to the future.”

As an urban planning professor, I live and breathe the possibilities of the future. Students are citizens of the world and have the ability to contribute and determine how to impact change. It's important to consider how design can impact societal equity and lifestyle. It's important to research and develop new ways of approaching issues.

Professional Goals: Contribute to furthering research as it will support growth in a tenured-track position.

Pain Points: Bureaucracies interrupt the flow of education and information to the students and the public; education needs to be an open exchange of ideas with forums for gathering and sharing research and advancements in process and technology.

Needs: More innovation and ideas that break the mold and advance the field; use as inspiration to inspire students to

push further and look at problems from a different angle. Needs new information and research to help keep class material relevant and prepare students for the working world.

Relevant UNext Features: Links to industry conferences, platform that allows collaboration with other educators and professionals with specialized areas of focus (Appendix 1).

Relevant UNext Content: Research articles, discussion boards, news & trends

Media Consumption: Academic Journals, Metropolis, [eVolo](#), Urban Land Magazine (Urban Land Institute), Planning Magazine (American Planning Association), Next City, Planetizen, City Journal, American City & County, Dwell, New York Times, Wired, Smithsonian TV, BBC, New Yorker, Conde Nast Traveller, Travel and Leisure



THE CAMPAIGN

Timeline: January – December 2018

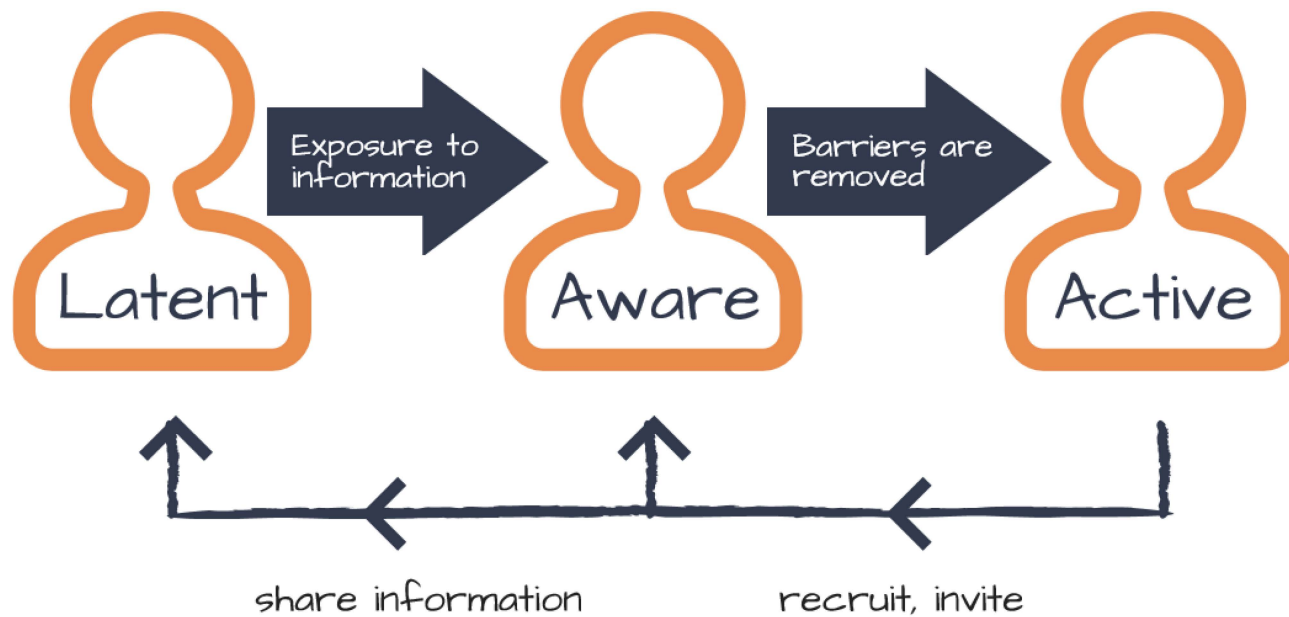
GOAL: Position Urbanism Next as a **thought leader among professional stakeholders** on how autonomous vehicles, e-commerce, and sharing economies will affect urban environments.

Positioning Statement: Urbanism Next explores the impacts of autonomous vehicles, e-commerce, and the sharing economy on urban environments through conducting original research and facilitating collaboration between professionals and leaders of relevant industries.

Theme: “Cities that think ahead, stay ahead.”



TARGET AUDIENCE ACTIVATION MODEL





PLATFORM

Create an engaging digital UNext platform and attain a minimum of 1,000 members by January 2019.

Strategy 1: Identify and adapt an existing online platform that UNext can utilize to gather research and facilitate relevant conversations among professional stakeholders.

- ✓ **Tactic 1:** Conduct a [needs analysis](#) to analyze potential platforms and ensure that they meet the needs of the organization.
- ✓ **Tactic 2:** Review [proof of concept](#) in the *Gather* project from UO's Agora Journalism Center to be adapted and used for UNext's purposes.
- ✓ **Tactic 3:** Identify alternatives to *Gather* and decide on the best option based on UNext's needs.
- ✓ **Tactic 4:** Select platform and implement.
- ✓ **Tactic 5:** Establish initial membership base through an email blast to existing UNext stakeholders, including conference attendees and academic partners.
- ✓ **Tactic 6:** Launch UNext platform by holding a webinar should covering a high-level overview of UNext mission and vision.
- ✓ **Tactic 7:** Use owned social media to drive target audiences toward becoming platform members.

We've given you a head start! [See Appendix 1](#)

Strategy 2: Utilize social media as a driver to the new UNext platform.

- ✓ **Tactic 1:** Post announcements on social media accounts of current conversations taking place on new UNext platform.
- ✓ **Tactic 2:** Use promoted content on LinkedIn and Facebook to drive traffic and engagement to the new UNext platform.

Strategy 3: Drive professional stakeholders to platform with webinars and podcasts.

- ✓ **Tactic 1:** Plan quarterly webinar moderated by Larco with one or two partners to discuss emerging topics around UNext's mission.
- ✓ **Tactic 2:** During webinar, invite listeners to join the UNext platform to discuss the webinar topic, connect with identified professionals in the field, and discover newly published research.
- ✓ **Tactic 3:** Increase reach of UNext message among stakeholders by using recorded webinar content to create and publish podcasts.



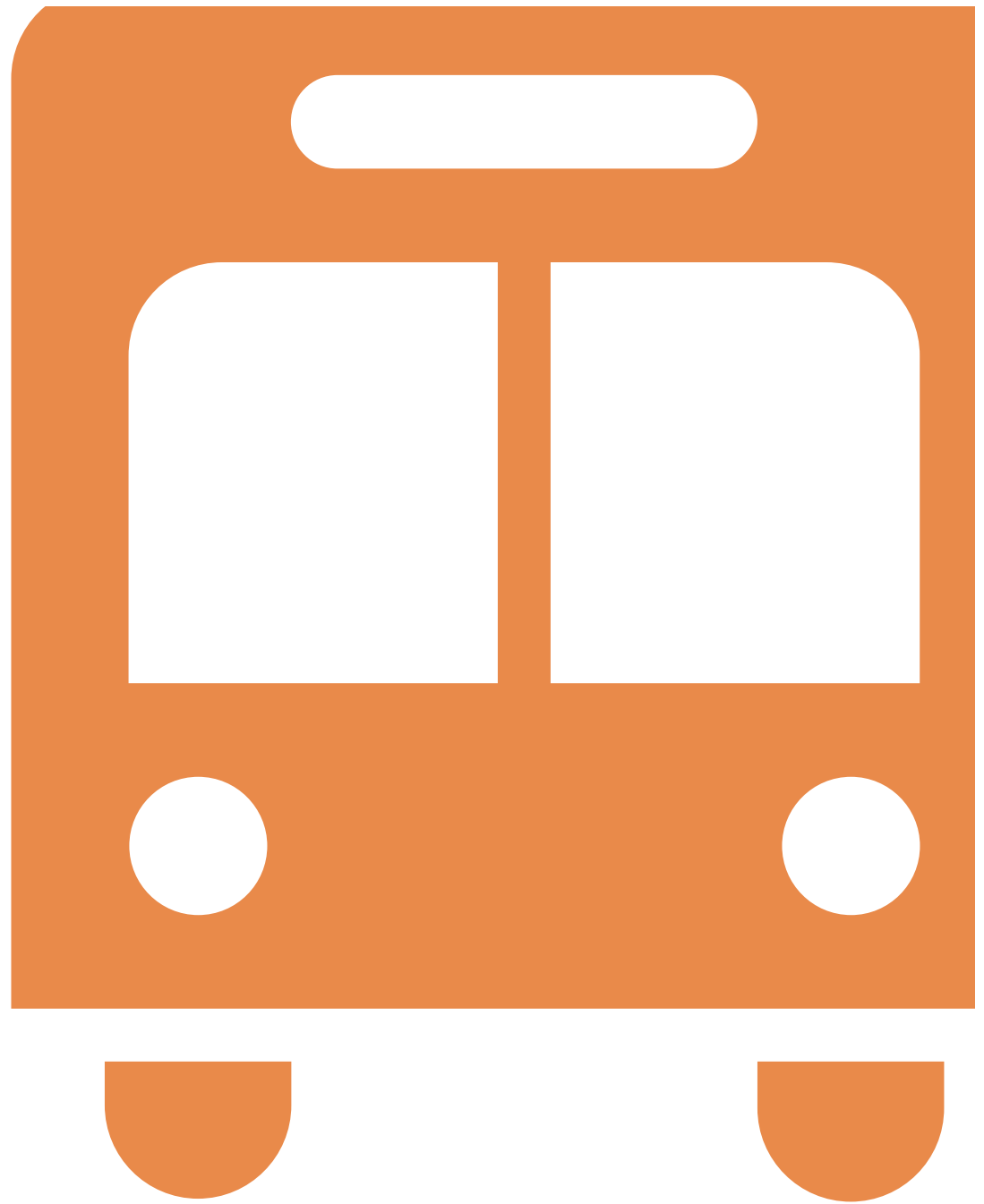
Creating a framework for collaboration through a network of contributors

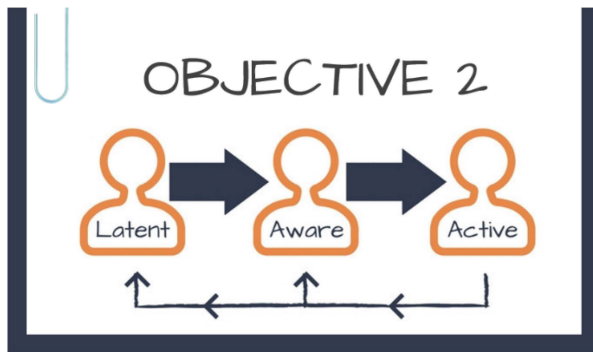
A venue to develop a community of collaboration and information exchange will be the foundation necessary to establish Urbanism Next as a thought leader. The right tools – beyond those encompassed within a traditional website – will be necessary to change the way Urbanism Next relates to its key audiences by making them participants.

Needs Analysis Summary:

User Engagement Feature	Purpose
User Profiling	Understand the audience member demographics
Ability to track user information	What information is being used and how, who is contributing
People directory	Ability for users to find and collaborate with each other
Ability to organize content by audience and subject	Gives audience ability to subscribe and contribute to topics of interest
Survey administration	Understand and measure Urbanism Next's influence
Live interaction (lightning chats - real time and appointment-based chats, synchronous conversation)	Facilitate real-time engagement with audience participants on issues

*A full Needs Analysis is available in Appendix 1





SOCIAL

Increase overall social engagement (likes, follows, shares, tweets, retweets, comments) by 10,000% by June 2018.

Strategy 1: Create presence on new social platforms and expand reach of current UNext social media sites.

- ✓ **Tactic 1:** Utilize social media management platform (such as [HootSuite](#)) to schedule consistent UNext content output and track overall social engagement.
- ✓ **Tactic 2:** Invite all SCI Facebook fans to like the UNext Facebook page.
- ✓ **Tactic 3:** Create a [LinkedIn page](#) with valuable and shareable content.
- ✓ **Tactic 4:** Actively promote UNext social platforms and hashtags at UNext Conference to increase followers.
- ✓ **Tactic 5:** Use [promoted/sponsored](#) content to drive awareness and engagement on social media.

We've given you a head start! [See Appendix 2](#)

Strategy 2: Convert UNext research into visual and shareable content, highlighting relevant stats and quotes.

- ✓ **Tactic 1:** Create a professional [Canva](#) account with the UNext brand assets loaded up and ready to be used for online graphic content design.
- ✓ **Tactic 2:** When new research or content is created, UNext Program Assistant reads through and keeps a running list of quick/punchy stats and quotes that are relevant to professionals in the industry. Include why it's relevant and which audience it would be best suited for.
- ✓ **Tactic 3:** Create a template kit for distilling research into shareable content, including: Content collection, main paper template, social graphics templates, infographic template, example Twitter, Facebook, and LinkedIn posts.
- ✓ **Tactic 4:** Program Assistant or intern uses list of stats and quotes to create social media graphics using Canva. Those graphics are saved in a folder for use on social media or in publications or presentations.



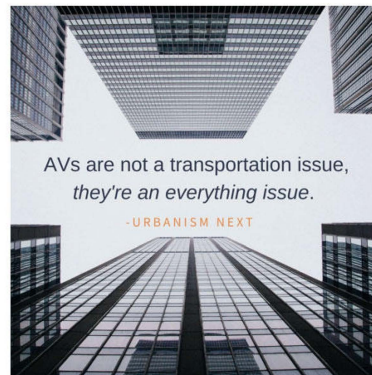
UrbanismNext @UrbanismNext · Nov 14

Cities that think ahead, stay ahead. Follow our research at [urbanismnext.com](#).



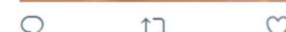
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Cities are changing. Suburbs are changing. Small towns are changing. Follow our research at [urbanismnext.com](#).



See appendix 2 for more samples.



TOP 10 LIST

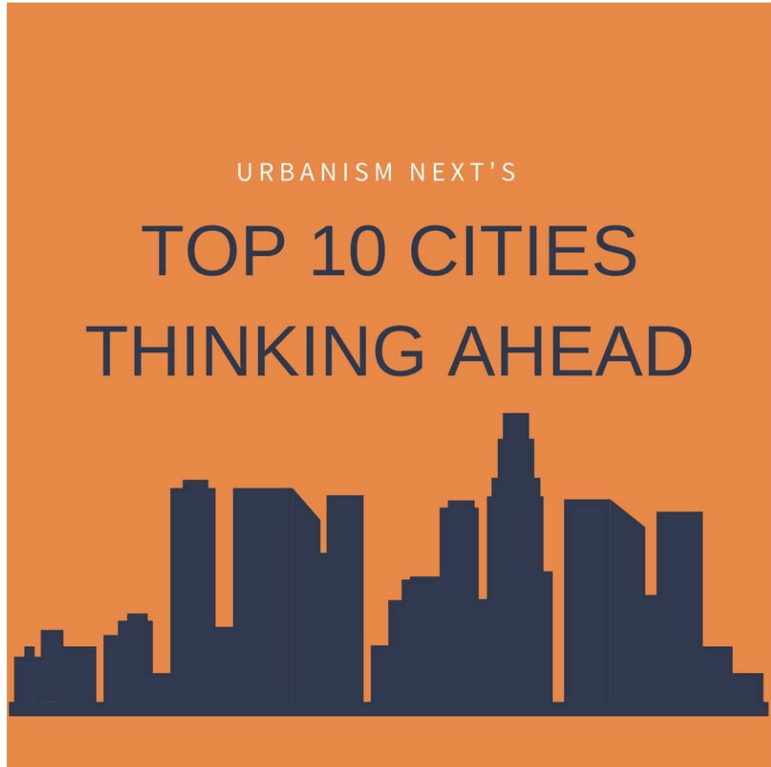
By December 2018, develop one annual professional industry list that cultivates prestige and name recognition for the UNext brand.

Strategy: Establish a respected annual list of cities that are planning ahead of new innovations:

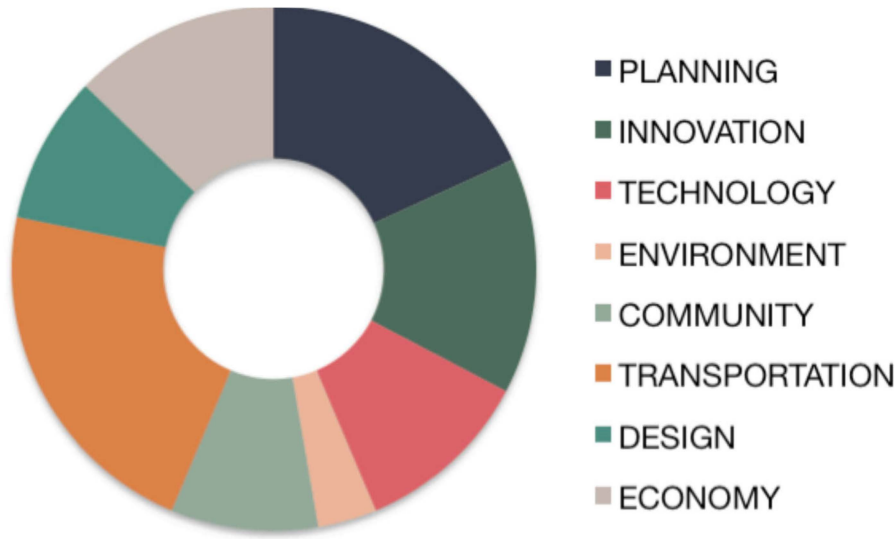
Top 10 List of Cities Thinking Ahead.

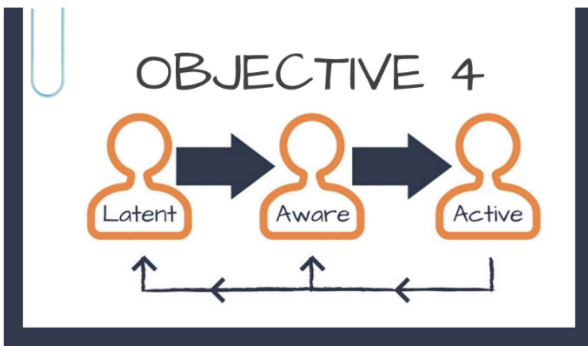
- ✓ **Tactic 1:** Identify criteria for choosing the outstanding cities and designate a team to keep track and select the Top 10 by December every year.
- ✓ **Tactic 2:** Invite award-winning cities to participate in UNext Conference.
- ✓ **Tactic 3:** Unveil the List winners at the annual UNext Conference in March 2019.
- ✓ **Tactic 4:** Promote the Top 10 List on social media before and after the unveiling at the UNext Conference.
- ✓ **Tactic 5:** Develop a press release for the list that will go out to key media contacts under embargo until the unveiling.

We've given you a head start! [See Appendix 3](#)



SELECTION CRITERIA: HOW TO EVALUATE CITIES





MEDIA

Generate 12 positive/neutral stories about UNext in key regional, national, and industry news media outlets by January 2019.

Strategy 1: Target media professionals with stories that position UNext as a thought leader.

- ✓ **Tactic 1:** Develop positive relationships with trade and tech [publication writers and editors](#).
- ✓ **Tactic 2:** Pitch thought pieces written by Nico Larco and other UNext leaders.
- ✓ **Tactic 3:** Invite media to all UNext events in a timely fashion (at least one month in advance when possible.)
- ✓ **Tactic 4:** Reach out to [media contacts](#) at least twice a month.

We've given you a head start! [See Appendix 4](#)



SAMPLE PUBLICATIONS

National Publications:

WIRED

- Fast Company
- New York Times / New York Times Magazine
- Gizmodo
- Scientific American
- TechCrunch

Regional Publications:

Portland MONTHLY

- Oregonian
- Portland Tribune
- Willamette Week
- Seattle Times
- Vancouver Sun

Architecture:

METROPOLIS

- Architect (American Institute of Architects)
- Architectural Record
- eVolo
- Azure
- Dwell

Urban Planning:

URBANLAND

- Planning Magazine (American Planning Association)
- Next City
- Planetizen
- City Journal
- American City & County

Real Estate:

inman

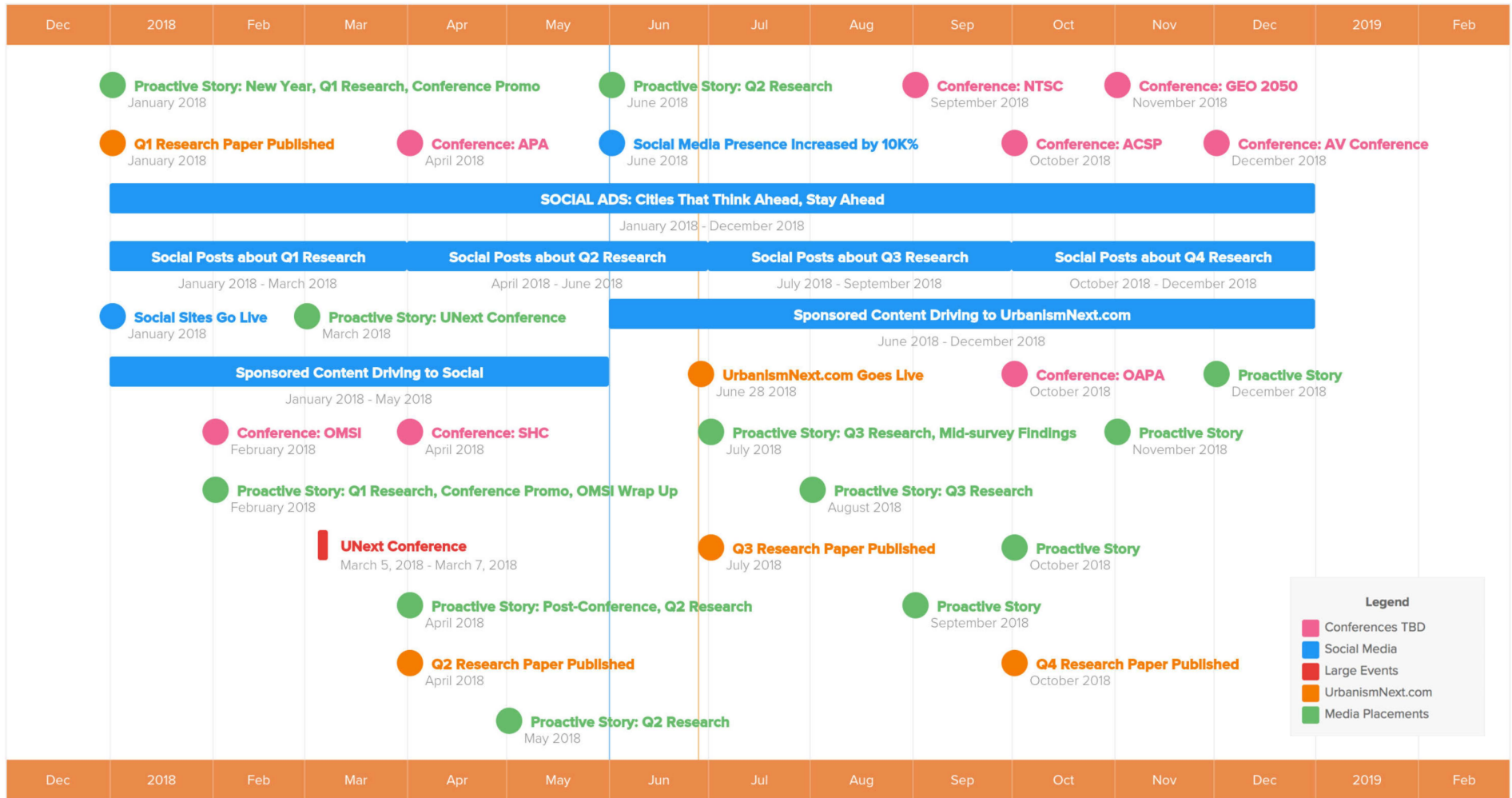
- RealtorMag (National Association of Realtors)
- Real Estate
- National Real Estate Investor
- Mortgage Professional America

CAMPAIGN TIMELINE

The timeline opposite provides a high-level snapshot of the entire campaign starting in January 2018 and ending in December 2018. The color-coded legend located in the bottom right corner labels events as:

- Relevant industry conferences
- Social media tactics
- Large UNext Events (e.g. the UNext Conference in March)
- Anything published on the UNext platform
- Proactive media outreach and story placement

While it does not provide an exhaustive list of tactics, it can be helpful to see the priorities and milestones of the campaign highlighted together in one place. This timeline provides a quick reference for campaign priorities, milestones, and events to keep UNext on track to become a thought leader among industry professionals.



We've broken this timeline down by event type! [See Appendix 5](#)



CAMPAIGN BUDGET

The following budget provides a breakdown of the campaign financials, including low, medium, and higher budget options in consideration of variable funding levels.

	External PR Agency (in kind)	Account Coord (internal)	Spending (external)		
			LOW	MEDIUM	HIGH
TOTAL BUDGET	\$25,000	\$15,000 <i>(less than 50% of total hrs)</i>	\$1,000	\$10,000	\$15,000
		Est. Salary \$40k + 70% UO m/u = \$68,000 (\$33/hr)	Does not include new platform		
2017	<i>Turnbull Communications Group</i>	<i>New Internal UNext Position</i>	<i>UrbanismNext.com, Paid Social Advertising</i>		
Q4					
Comprehensive Communications Plan for UNext					
Agency Hours:					
4 VPs @ \$75/hr; est. 70 hrs	\$21,000				
1 Principal @ \$200/hr; est. 20 hrs	\$4,000				
Supplies	\$68				
2018					
Q1					
UNext Platform					
Review Needs Analysis, alternatives; Coord prep recommendation/prep implementation (20 hours)		\$660			
Coord w/FMYI tech partner; prep online materials, design website flow (40 hours; low budget level could include adding content to current blog)		\$1,320			
FMYI Set-up/Customization (n/a for low budget)			n/a	\$6,000	\$6,000
FMYI hosting services (\$249/mo; live in Mar)			n/a	\$249	\$249
Social Media					
Set-up UNext LinkedIn account (4 hrs)		\$132			
Prepare posts/post content on social sites (could include FB, IG, LI, blog; est 15 hrs/mo)		\$1,485			
Promoted content; promote FB/LI content			\$500	\$350	\$1,750
Top 10 Cities List					
Prepare criteria & selection team; prep for announcement of criteria at UNext Conference (30 hrs)		\$990			
Print/Digital Media					
Create/contact identified media; review media calendars; develop annual media content plan; place min. 1 story (40 hrs)		\$1,320			
Q2					
Gather Platform					
FMYI hosting services (\$249/mo)			n/a	\$747	\$747
Social Media					
Prepare posts/post content on social sites (could include FB, IG, LI, blog); est 10 hrs/mo		\$990			
Promoted content; promote FB/LI content			\$100	\$350	\$1,400
Webinar/Podcast					
Coord w/student resources to record webinar; post files with developed content (1/qtr; 10 hrs)		\$330			
Print/Digital Media					
Contact media; place min. one story (20 hrs)		\$660			

	External PR Agency (in kind)	Account Coord (internal)	Spending (external)		
Q3					
Gather Platform FMYI hosting services (\$249/mo)			n/a	\$747	\$747
Social Media Prepare posts/post content on social sites (could include FB, IG, LI, blog); est 10 hrs/mo Promoted content; promote FB/LI content		\$990	\$300	\$300	\$1,510
Webinar/Podcast Coord w/student resources to record webinar; post files with developed content (1/qtr; 10 hrs)		\$330			
Top 10 Cities List Prepare list of potential cities; review criteria; review city progress/research (20 hrs)		\$660			
Print/Digital Media Create/contact identified media; review media calendars; develop annual media content plan (40 hrs)		\$1,320			
Q4					
Gather Platform FMYI hosting services (\$249/mo)			n/a	\$747	\$747
Social Media Prepare posts/post content on social sites (could include FB, IG, LI, blog); est 10 hrs/mo Promoted content; promote FB/LI content		\$990	\$100	\$510	\$1,850
Webinar/Podcast Coord w/student resources to record webinar; post files with developed content (1/qtr; 10 hrs)		\$330			
Top 10 Cities List Final list developed; re-evaluate before 2019 Unext Conference unveiling; begin prepping press/social media release and media contact list (20 hrs)		\$660			
Print/Digital Media Contact media; place min. 1 story (20 hrs)		\$660			

			LOW	MEDIUM	HIGH
TOTAL	\$25,068	\$13,827	\$1,000	\$10,000	\$15,000
Optional Tools* to help manage social media:					
Hootsuite.com monthly fee (\$19/mo)			\$228	\$228	\$228
Canva.com monthly fee (\$12.95/mo)			\$155	\$155	\$155
<i>*Lower rates may be available for academic acct's</i>					
TOTAL with OPTIONAL SERVICES	<i>In-Kind Donation</i>	<i>Internal Employee</i>	\$1,383	\$10,383	\$15,383

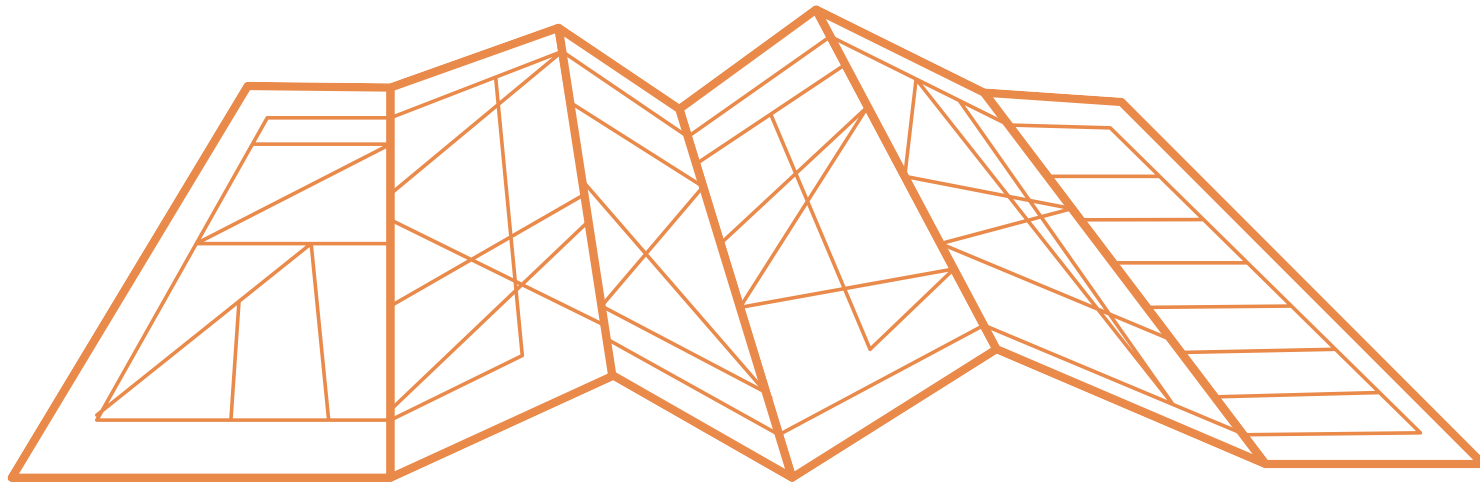
EVALUATION

For this campaign, our goal is to establish UNext as a thought leader. The objectives that were developed are measurable and have specific metrics that can be analyzed to evaluate campaign success.

OBJECTIVES	MEASUREMENTS	ESTIMATED RESPONSE/ENGAGEMENT
1. Create an engaging digital UNext platform and attain a minimum of 1,000 members by January 2019.	Currently there is not a platform	Currently, Blog is main point of contact. Subscribers as of Nov '17 = 203
	Platform membership rates will be part of basic analytics and can be tracked	Platform live Mar '17: <ul style="list-style-type: none"> 500 new members with initial launch plan and UNext Conference attendee list 50-75/month driven from social media, webinars, podcasts, national press, research publications, press interviews, conference attendance
2. Increase overall social engagement (likes, follows, shares, tweets, retweets, comments) by 10,000% by June 2018.	Use Hootsuite to measure/analyze engagement. For reporting tool examples, see Appendix 2 Twitter (joined Aug '17): @UrbanismNext LinkedIn: no UNext page Facebook (joined Oct '17): Urbanism Next	Twitter: Followers as of Nov '17 = 35 Goal = 500+ followers; 25 retweets; 300 comments Increased engagement est = 1,000% – 5,000%
		LinkedIn: Goal = 250 – 500+ followers Increased engagement est = 25,000 – 50,000%
		Facebook: Likes/Followers as of Nov'17 = 12/13 Goal Likes/Followers = 250/500 Added engagement with post comments and shares Increased engagement est = 2,000% – 4,000%
3. By December 2018, develop one annual professional industry list that cultivates prestige and name recognition for the UNext brand.	Creation of List	List created by internal selection team by Dec '17
	Invite city representatives on List to attend UNext '19 Conference	Goal to have 1-2 representatives of each city attend conference
	Promote List on social media	Goal to increase awareness of UNext, upcoming conference and individual city planning innovations; min. 7 social media posts/platform, engagement increase of 20%
	Press release to accompany List announcement	Picked up by min. 3 industry publications and 1 national magazine
4. Generate 12 positive/neutral stories about UNext in key regional and national news media outlets by January 2019	Published news stories	Goal of one story/month: <ul style="list-style-type: none"> National or regional press Reach out to min 1 new press contact/month Follow editorial calendars to align story content

Evaluating Social Engagement

Overall engagement can be measured in various ways. We suggest that UNext measure engagement by dividing the total number of social actions (likes, comments, retweets, etc) by total reach (displayed in Hootsuite analytics). This allows UNext to group all their social platforms together into one overall measurement. It is recommended that UNext establish their baseline engagement rate in December before the campaign begins, and continue to measure the rate of engagement quarterly to see how the campaign is performing.



STATEMENT OF BENEFITS

UNext stands to benefit from an awareness and engagement campaign in multiple ways, from helping to facilitate the generation of ideas and solutions around its key issues to raising its academic and professional standing. Additionally, by stepping into the role of a thought leader, UNext can lead the way in developing research and uncovering insights into the issues that are core to its mission. In order to achieve these goals, a multifaceted approach must be employed to build UNext's presence and awareness amongst its target audiences, with strategies that include:

- Developing an engaging platform in which UNext can post original content and research, connect with thought leaders across disciplines and collaborate with its stakeholders through real-time and asynchronous discussions.
- Utilizing social media, such as Facebook, LinkedIn and Twitter, to drive latent, active and aware audiences to the UNext platform in order to learn more about the project or to take action.
- Furthering engagement by creating graphic content that is shareable across all social and engagement platforms.
- Cultivating prestige around the UNext brand through the publication of the "Top Ten Cities Thinking Ahead" list.
- Cultivating a relationship with strategic media outlets by pitching stories and content that will capture the interest of audiences.

By utilizing strategic communications tactics to move UNext's target audiences through the stages of engagement, measurable and attainable positive results can be achieved. This plan details strategies and actions that can be used to support the organization's mission – to become the pre-eminent source of information for the potential impacts of emerging technology – and outlines what is attainable based on funding that can be secured.

Organizations that Think Ahead Stay Ahead

This campaign is just the beginning. We strongly advise UNext to continue to build on their communication planning, by introducing some or more of the following future strategies and tactics:

- **Pre and post campaign surveys** of industry professionals to track changes in awareness and perceptions of UNext and how new technologies are affecting cities.
Bonus: Findings from these surveys can also provide further thought leadership content to use and promote externally!
- Social media graphics provide excellent shareable content; however, videos can take content sharing to the next level. Creating **visually-engaging video explanations of UNext content**, or highlighting events in one to two minute clips, is highly recommended as a next step in spreading shareable thought leadership content.
- Solidify and **further develop partnerships** with UO departments on projects, initiatives, and events, such as the Agora Journalism Center.



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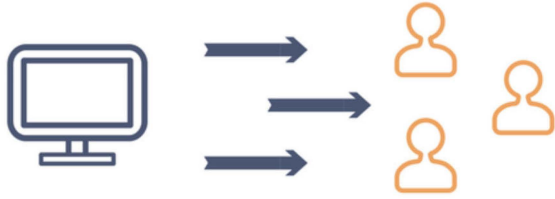
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APPENDIX 1: PLATFORM

Limitations of Traditional Websites



Traditional websites and blogs create limitations around engaging audiences. While they allow for the establishment of presence and the ability to deliver messages, ideas, and information, simply publishing to a website is considered “push messaging,” or a form of transactional engagement. While websites help to create a presence and legitimacy for organizations such as Urbanism Next, without adequate staffing and budget, the return on time invested in managing the website

will be limited. Additionally, traditional websites lack the ability to provide transparency into the activities of key audiences, such as how information is being shared and enhanced, which are activities that would take place outside of the website.

Basic Website Features and Limitations	
Landing page	Present information and graphics
Blog	Short form content, limited ability for audience to search
Content hosting (Podcast, MP3, MP4 files)	Limited ability to track views, listens, duration, audience type
Ability to interact with audience	Limited to push messages
Ability to profile and target audience	Limited to collection of basic information and email info. Manual administrative process required to utilize information

Recommended Platform to Adapt: Agora's 'Gather'

[The Gather project](#), led by the UO SOJC's Agora Journalism Center, is a platform built around the idea of relational engagement. Gather is both a repository of community-produced resources relevant to engagement journalists and a social networking hub for industry practitioners.

- Content on the Gather platform is submitted by industry practitioners – the community.
- Submitted content is shared with all members of the platform, allowing engagement journalists to share tips, tricks, cautionary tales, and best practices with one another.
- All published content has an attached discussion area that all members can access.
- Content is curated and published by Gather staff to ensure a high standard of quality.

UNext can adapt and modify this model for its own uses. The platform can be used to spur collaboration between stakeholders, including industry professionals and eventually the general public. The platform can also be used to provide industry information in an accessible way to audiences who might not otherwise be able to reach it.



The Agora Journalism Center has already built a working relationship with FMYI, the Portland-based tech company providing the framework Gather is built on. With the University of Oregon as an existing FMYI client, UNext wouldn't need to build a business relationship with FMYI from scratch. Many of the technical and design issues that UNext is likely to face have already been addressed by Agora, significantly reducing development time and cost. The Agora Journalism Center can offer advice and support based on their experiences with the platform to date.

Snapshot of Gather Platform:

FEATURED CASE STUDIES, GROUPED BY INSTITUTION TYPE

Case Studies + Featured Projects

Group by: Institution Type ⌵ 🌐 Browse / 🔗 Link

COMMERCIAL MEDIA (18)

- CASE STUDY**

How The Cedar Rapids Gazette Kicked Off Iowa Ideas, a Statewide Reporting and Event Series ★
 By Riley Stevenson
 Updated Nov 21 at 6:09 PM
- CASE STUDY**

How Vox Built and Sustained a Facebook Community for Obamacare Enrollees ★
 By Riley Stevenson
 Updated Nov 15 at 11:40 AM
- CASE STUDY**

How 'The Storytellers Project' Became a Nationwide Success for Gannett ★
 By Carrie Watters
 Updated Nov 15 at 11:35 AM
- CASE STUDY**

How The Evergrey ★
- CASE STUDY**

How the Wichita Eagle ★
- CASE STUDY**

How WFAA-TV is Working ★

PUBLIC MEDIA (13)

- CASE STUDY**

How PRI Hears and Raises Immigrant Voices Through the 'Global Nation Exchange' ★
 By Riley Stevenson
 Updated Nov 30 at 2:00 PM
- CASE STUDY**

How KPCC's 'Unheard LA' Events Filled Venues and Engaged New Audiences ★
 By Alisha Saville
 Updated Oct 25 at 6:01 AM
- CASE STUDY**

How St. Louis Public Radio Used Hearken to Launch 'Curious Louis' ★
 By Lori Shontz
 Updated Sep 14 at 6:36 PM
- CASE STUDY**

How Michigan Radio Created ★
- FEATURED PROJECT**

TalkBox 🔍
 New York Public
- FEATURED PROJECT**

Curious City 🔍
 WBEZ Chicago

NONPROFIT MEDIA (37)

- CASE STUDY**

How The Listening Post Collective Identified Community Information Needs in Omaha ★
 By Burgess Brown
 Updated Oct 23 at 11:46 AM
- CASE STUDY**

How Discourse Media's Brielle Morgan Got Canadians Talking About Child Welfare ★
 By Yu Vongkiatkajorn
 Updated Sep 14 at 5:50 PM
- CASE STUDY**

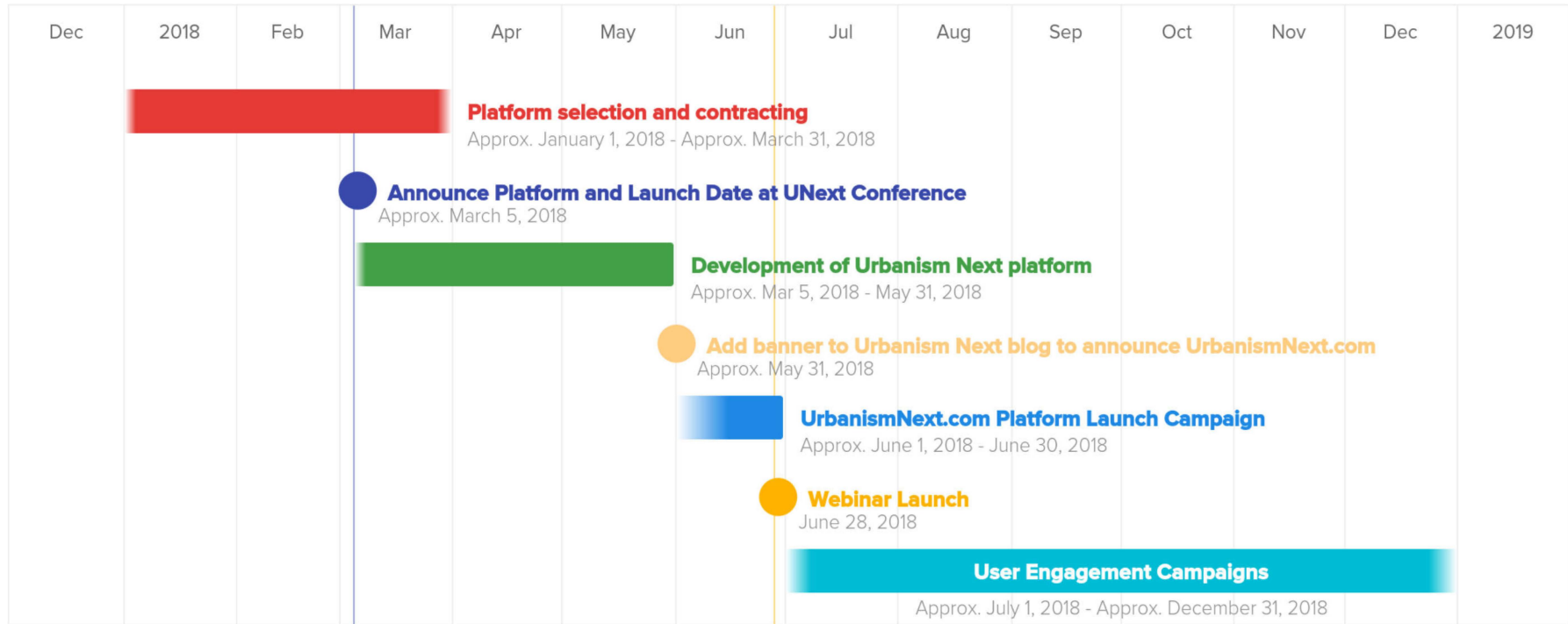
How Outlier Media Is Using GroundSource to Help Level the Playing Field for Tenants ★
 By Yu Vongkiatkajorn
 Updated Oct 24 at 8:35 AM
- CASE STUDY**

How the Austin Monitor Used 'Game ★
- FEATURED PROJECT**

Community Media Training 🔍
 Voice of OC
- FEATURED PROJECT**

TalkBox 🔍
 New York Public Radio (WNYC)

Suggested Platform Implementation Timeline:



Complete Needs Analysis:

Business Need	Gather Platform	WordPress Pro
Foundation Functions (Transactional Engagement)		
Home landing page (public)	Yes	Yes
Blog (public)	Yes	Yes
Two-way interaction (asynchronous conversation) (insider, 1:1)	Yes	Yes, ability to allow for comments on blog
Blog posts (various contributors, UNext driven)	Yes	Yes
Discussion forum (public forum)	Yes	Yes
Subscribe to topics	Yes	Yes
Ability to attach files to discussions	Yes	Yes
Embed media	Yes	Yes
Podcast hosting (MP3)	Yes	Yes
Custom domain name	No, but redirect can be used instead	Yes
Dynamic layout options	Yes	Limited templates offered
Content management (CMS?)	Yes	Yes
Ability to install third-party plugins	Yes, with support from FMYI	Yes, with third party support
Google analytics integration	Yes	Yes
Search Engine Optimization (SEO) Tools	Yes, within the platform	Provided through a third party
Ad-free environment	Yes	Yes
Social sharing (built in, automatically sends posts to Twitter, Facebook and more)	Tools provided by FMYI, easy share URL	Third party application required
Mobile friendly	Yes	Yes

Engaging Users (Relational Engagement)		
User Profiling	Yes	Third party application required
Ability to track user information	Yes	Third party application required
People directory	Yes	Developer support required to create
Ability to organize content by audience (dynamic)	Yes	No
Survey administration	Yes	Yes, but limited. Third party application required
Ability to collaborate with other UO sponsored sites	Yes	No
Live interaction (lightning chats – real time and appointment-based chats, synchronous conversation)	Yes – Supported by Zoom	Third party application required
Webinar hosting (MP4 or other files)	Link through, separate platform needed (such as GoToWebinar or Zoom)	Link through, separate platform needed (such as GoToWebinar or Zoom)
Research Repository and Database		
Site search	Yes	Yes
Basic search (using file names, blog titles, people names, etc)	Yes	Yes
Enhanced search (Basic search + additional authored key words & phrases on submission)	Yes	Limited, requires third party support
Automated Enhanced search (Basic search + analyzer engines processing full text content for key entities)	Yes	Limited, requires third party support
Storage capacity	Unlimited	Unlimited
Database (data retention, management, research)	Yes	No
Site Administration		
Developer support to improve UI (user interface)	Built into FMYI contract	Outside contractor required
Ownership of content	UNext	UNext
Support	Unlimited – Provided by FMYI support team located in Portland, Oregon	Unlimited – Provided by remote WordPress support team. Call 800 support number
Training for employee administrators	Unlimited –Team located in Portland, Oregon	Limited - provided via webinar, limited 1:1 support
Mobile and desktop applications for end users/platform admins	Administrative support provided by FMYI	Yes

Shortened UNext Presentation (for Launch Webinar)

We recommend using the following adaptation of the UNext presentation to launch the UNext platform via webinar. The presentation is meant to run for 15-20 minutes and can be repurposed by UNext for small events where shorter presentations are preferable. See external media for the full presentation.



APPENDIX 2: SOCIAL

UNext Content Breakdown Process:

The following process will help you create engaging and ‘shareable’ social media content using the research and thought pieces you already currently publish on a regular basis.

Before publishing an original research or thought piece:

1. Read through it and identify 2-3 stats or quotes that will be of interest to UNext publics.
2. The Program Assistant will log into the program’s Canva account and create 2 graphics, using pre-loaded branding assets:
 - A Twitter Post
 - A Facebook Post
 - Example:



After the research/thought piece has been published:

OCTOBER 18, 2017

NEW REPORT PREDICTS THE EFFECTIVE END OF INDIVIDUAL CAR OWNERSHIP BY 2030

Like 20 Tweet 12 Show 12

"By 2030, within 10 years of regulatory approval of fully autonomous vehicles, 95% of all U.S. passenger miles will be served by transport-as-a-service (TaaS) providers who will own and operate fleets of autonomous electric vehicles providing passengers with higher levels of service, faster rides and vastly increased safety at a cost up to 10 times cheaper than today's individually owned (IO) vehicles."

This is the startling start to a substantive [new report](#) by RethinkX, a research group that looks at disruptive technologies from a finance, market, and technology perspective. As bold and clear as that opening sentence is, this report goes on to describe the possible impacts on everything from the geopolitical implications of a crashing oil economy to the boost of household income (10%) due to reduced transportation costs to the changes in the automobile industry from production to the local repair shop. They predict a reduction in automobile in use from 247 million vehicles to 44 in an extremely short time frame, all the while estimating that actual miles that people will travel will double compared to a 2021 estimate and at a quarter of the cost.

How those shifts impact the form and function of cities, employment, land use, social cohesion, municipal budgets, etc. are not the subject of this report. Nor is there a discussion about the non-auto forms of transportation in the future, how street space might be re-allocated, where and how urban form and place-making change, or the policy environment that influences all of these local qualities. However, understanding possible changes due to accelerating feedback loops of AV technology and rollout, as well as industry and resource disruption globally and industry-wide, makes this report a very clear contributor to understanding that AVs are not a transportation issue, they are an everything issue.

f t e m +

Written by Marc Schissler — No comments — Posted in Uncategorized

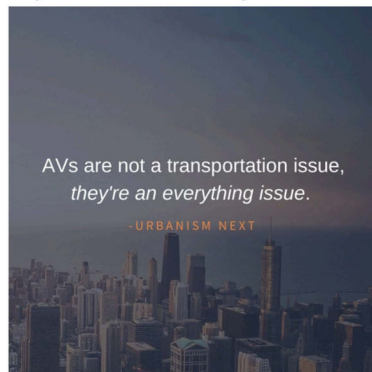
3. Share immediately on Twitter. **Twitter = News.**

Tweet the "Twitter Post" graphic created in Canva along with a short message that draws your audience in.



UrbanismNext @UrbanismNext · Nov 14

The latest research predicts that car ownership will go away within 30 years. Find out more and join in the conversation.

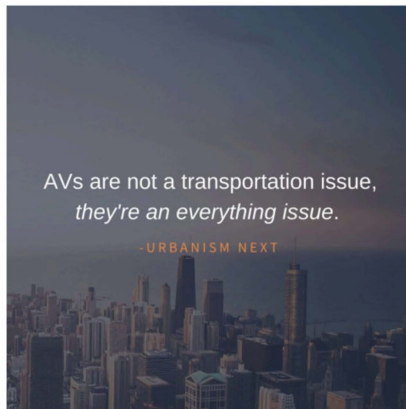


4. Later in the day, post the Canva “Facebook Post” graphic along with a longer version of the Twitter message. Your Facebook audience will be more targeted than your Twitter audience. Your followers will be curated with highly targeted Facebook ads, aimed directly at industry professionals.



UrbanismNext @UrbanismNext · Nov 14

The latest research predicts that car ownership will go away within 30 years, completely changing the landscape of city streets, parking, and so much more. How does this kind of a prediction affect your work? Check out our latest research and join in the conversation.



5. Later that day, or even the next day, share either the Twitter or Facebook post (whichever has garnered the most engagement) on LinkedIn. You can include another short message, driving your audience to the Urbanism Next platform. The graphic used on Twitter or Facebook and the message you posted with it will also appear when you share it on LinkedIn.

Example message: “Check out our research and join the conversation at UrbanismNext.com.”

More sample posts:



UrbanismNext @UrbanismNext · Nov 14

Cities are changing. Suburbs are changing. Small towns are changing.
Follow our research at urbanismnext.com.

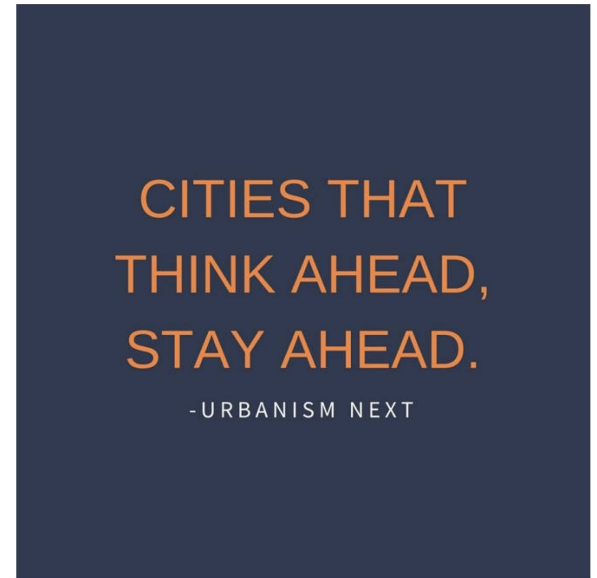
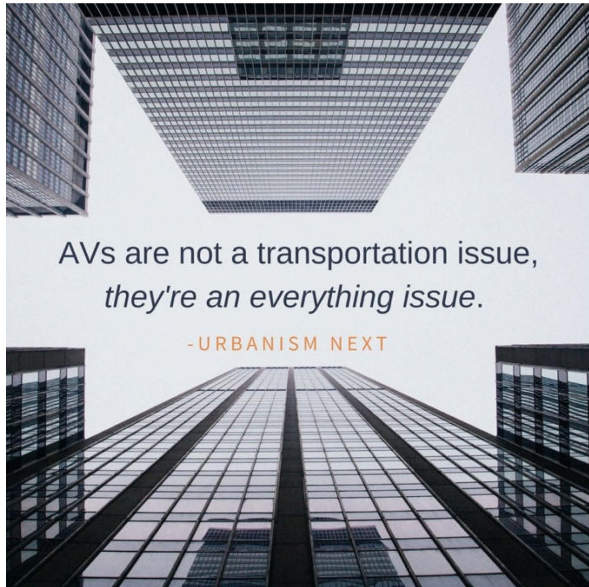


UrbanismNext @UrbanismNext · Nov 14

Cities that think ahead, stay ahead. Follow our research at urbanismnext.com.

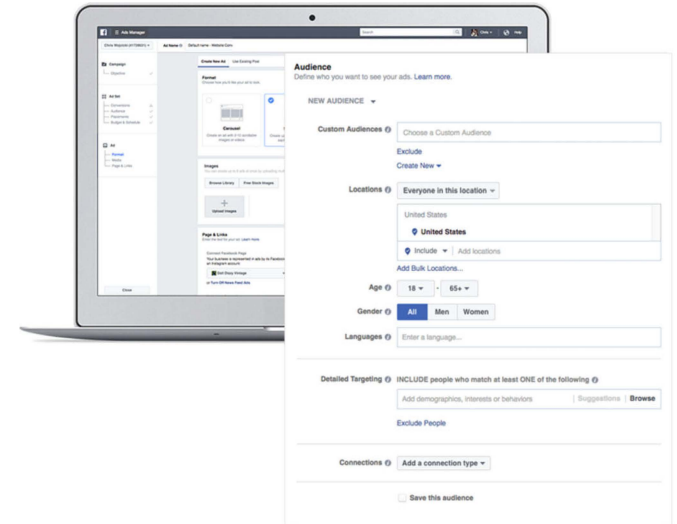


More sample Graphics (created in Canva):



Promoted/Sponsored Content

Posting social media content is not enough to effectively reach your full target audience. In order to break through the clutter of competing messages, we recommend spending \$1,000 – \$6,500 in paid social content during the length of this campaign (included in the budget on p. 40). The more you spend, the more people you reach. This can easily be done via Facebook, Twitter, and LinkedIn platforms. Each platform offers the ability to promote a regular post, or to create an advertisement, which can be targeted specifically at the industry professionals described in this campaign. Facebook, in particular, has a highly sophisticated audience targeting tool, based on demographics, profession, and known preferences.



Sample Ad Formats



Social Media Best Practices

- ✓ Include a visual
- ✓ Keep your photos landscape
- ✓ Keep your messages short and include a call to action (learn more, join the conversation, register now, let us know what you think)
- ✓ Stay engaged: See best practices for how often to post
- ✓ Remember to like, retweet, and follow others and they'll do the same!

Suggested Hashtags:

#ThinkAhead #cities #tech #smartcities #Top10Cities. Avoid using more than 2 hashtags per post. Note: Hashtags should be regularly searched by UNext to make sure it's curating a relevant conversation that you want to be a part of. Organizations who do not pay attention to the evolution of the hashtags they are using can land themselves in hot water by associating themselves with a trend or topic they do not want to be a part of.

More best practices:

Twitter (<https://business.twitter.com/en/basics/what-to-tweet.html>)

Facebook (<https://www.facebook.com/business/learn/facebook-page-create-posts>)

LinkedIn (<https://memberpress.com/linkedin-company-pages-your-checklist-for-best-practices/>)

About Section

Be sure to introduce UNext in a clear and welcoming way on each platform. Use the following paragraph on each of your social media accounts in the “About” section:

Cities that think ahead, stay ahead.

Urbanism Next is a network of researchers and industry professionals exploring the impacts of autonomous vehicles, e-commerce, and the sharing economy on urban environments. We conduct original research and facilitate collaboration between professionals and leaders of relevant industries. Find out more and join the conversation at UrbanismNext.com.

Canva

Canva is an online graphic design tool. It provides access to over a million photographs, graphics, and fonts to easily create beautiful web and print media designs.

Great news: We have already created a Canva work account for Urbanism Next with many of your brand assets pre-loaded into the account. Here's how you get there.

- Go to [Canva.com](https://www.canva.com)
- **Username:** UrbanismNext@gmail.com (you can change this!)
- **Password:** UNext2018

Your 30 day free trial started on December 2nd, 2017. Below are details on the Work account you currently have access to:



Set up your brand kit
Save your brand colors and fonts, so that they're always on hand when you need them.

[Watch video](#)



Magically resize designs
Resize your designs for every occasion. Easily change a Facebook Post into a Poster.

[Watch video](#)



Save branded templates
Create customizable templates for your team's marketing materials and documents.

[Watch video](#)

All the power of Canva + features to boost your productivity:

- ✓ Save your brand colors, logos and fonts
- ✓ Magically resize your designs
- ✓ Save your own brand templates
- ✓ Organize your images into folders
- ✓ Mix and match your designs
- ✓ Upload your own fonts
- ✓ Transparent backgrounds
- ✓ Design folders
- ✓ Design search

[Coming soon](#) Full iPad support

Extra features for team collaboration

- ✓ Share photo folders with your team
- ✓ Create team templates
- ✓ Team stream to share designs
- ✓ Access controls for teams

Introductory Special: 30-days free access

The best way to understand Canva for Work is to try it!

\$9⁹⁵
per month, USD

Pay Annually

\$12⁹⁵
per month, USD

Pay Monthly

[Find out more](#)

Hootsuite

[Hootsuite](#) is a simple, online platform for managing social media and has a reasonable monthly fee of \$19/month. We propose starting with the intro plan, which includes the basic services UNext needs to get a social engagement campaign up and running. Services can grow as needed to accommodate UNext’s changing strategies.

Strengths for UNext:

- Saves time: limited resources and energy for social media
- Automation: automatically links to all accounts and can send content out to selected channels
- Chunk time: schedule out an entire month of social media posts in one sitting
- No contract: monthly billing, can cancel at any time

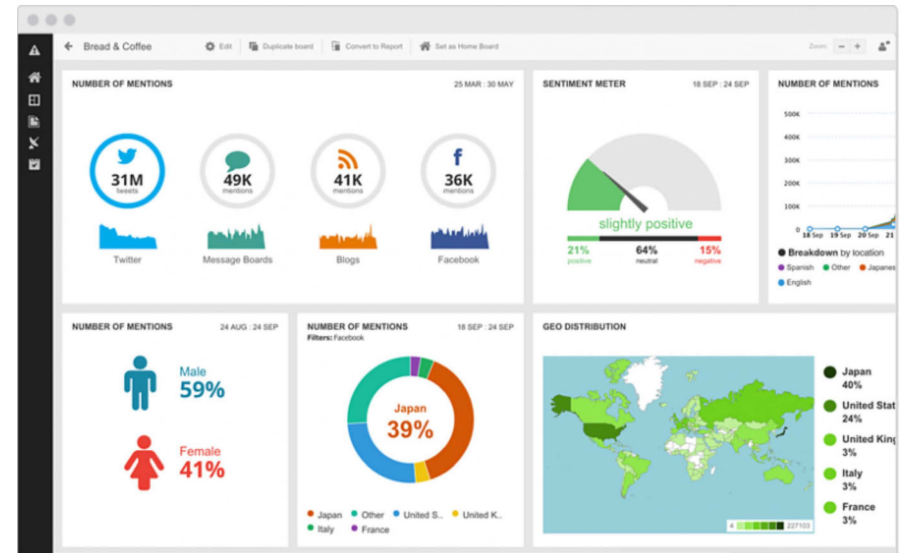
Capabilities

Scheduling

Hootsuite has an interactive dashboard with a basic interface for automating updates and content to all social media channels.

Reporting

Hootsuite can track views, clicks, reach, and other metrics. Once a baseline is established, UNext will be able to set more accurate KPIs and understand how social media activity translates into expanding to new audiences and UNext engagement.



APPENDIX 3: TOP 10 LIST

Sample Social Media Posts:



UrbanismNext @UrbanismNext · Nov 14

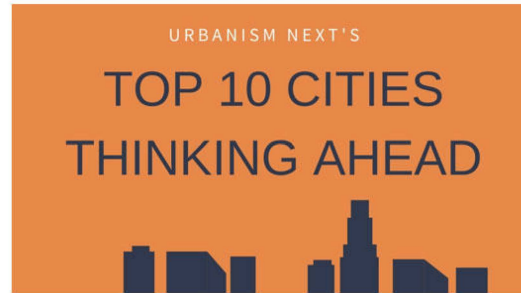
Cities are changing in the face of new technologies. Find out who's staying ahead by thinking ahead.



Urbanism Next

3d

Our latest research shows that xxxx. Is your city planning ahead? Will it be ready for these upcoming changes? Tell us about it and you could make our first annual Top 10 Cities Planning Ahead List.



Urbanism Next's Top 10 Cities Planning Ahead
urbanismnext.com

1,914 Likes · 24 Comments

Like Comment Share



Urbanism Next

3d

Are you involved in shaping the future of your city? Join us at the Urbanism Next 2019 Conference and learn what other cities are doing in your field. We will be unveiling our first annual Top 10 Cities Planning Ahead.



URBANISM NEXT CONFERENCE
March 5-7, 2018 | Portland, OR
CLICK BUTTON BELOW FOR MORE INFORMATION

Urbanism Next Conference | March 5-7, 2018
urbanismnext.com

1,914 Likes · 24 Comments

Like Comment Share

Timeline



Press Release Starter

Urbanism Next names xxxx as Top City for Innovative Planning

The University of Oregon Initiative Just Released the First Annual Top 10 Cities Thinking Ahead List

For Immediate Release.

Portland, OR. March 2019.

xxxx was chosen as the leader among a list of 9 other US cities that Urbanism Next highlighted as part of its first annual Top 10 Cities Thinking Ahead List. The List was developed to bring awareness to successful urban plans that look at the future of their city and have actionable, smart ideas about how to move the community and business into the future.

Urbanism Next announced the List at its Urbanism Next 2019 Conference in March in Portland, OR. The conference invites professionals from across...

APPENDIX 4: MEDIA

Introducing UNext to Journalists

This tactic is distinct from a pitch and – from the perspective of a journalist – the tactic that is most often misunderstood, neglected, or both. Organizations that struggle to build and maintain strong media relationships often do so because they don't understand how to implement this tactic, don't have consistent guidelines for implementing it, or both. In order for UNext to avoid this fate and effectively solicit coverage and build enduring relationships with newsrooms and journalists, it's important to know about some of the most common pitfalls that claim other organizations.

With this in mind, a key factor to be aware of is the reality that most publications have considerably more unsolicited pitches, tips, partnership offers, and other public comments than they have time to respond to. Furthermore, journalists are ethically uninterested in acting as the mouthpiece of any external organization, making it unlikely that an unsolicited request for a specific type of coverage will be honored or even responded to. This is especially true if the journalist in question has no prior relationship with the organization in question.

In order to overcome these hurdles, when first reaching out to a journalist that UNext would like to build a lasting relationship with, it's wise to avoid any self-promotion. Once a relationship has been developed, UNext will be able to send organizational announcements and materials their way with a reasonable expectation of it receiving some sort of coverage. Until that relationship is developed, however, providing easily verifiable content or information separate from UNext but of mutual interest to both UNext and the journalist is advised. The goal is essentially to position UNext as a valuable source of unbiased information. A generic example e-mail template for this initial outreach is provided below:

Sample Introduction Letter

Hi there, [journalist's name] –

I'm [name], the [job title/position] of Urbanism Next, a program of the University of Oregon's Sustainable Cities Initiative. We're an organization working to shed light on a lot of the same topics you are, and as a result, we've been following your coverage of [insert relevant topic here] for a while now.

We've appreciated your coverage so far. It's definitely helped keep us informed, and it's helped us keep our community informed as well. And since we're trying to reach a lot of the same people, we figured we'd return the favor. Have you heard about [insert public but recent development here, preferably one the journalist may not have heard about yet]? We caught wind of it through one of our partners, and we're coming up with our own analysis, but we'd be interested in [reading/hearing/seeing] your take on it as well.

If this seems like something worth looking into more, let us know and we'll send you new information as we get it. If not, no worries, though we'll keep occasionally sending things of mutual interest your way if you don't mind. As a university program, our primary goal is to educate people on these issues, and since you're already doing that, we're happy to share what we learn.

Thank you for your time, and keep up the good work.

Sincerely,

[Name]

[Position/Job Title]

Pitching Positive UNext Stories

This tactic will ideally happen after Tactic 1 has been used successfully. Even if it hasn't yet, cold pitches can still be accepted, provided the pitch is in a format that the publication accepts. Each publication will have its own rules around pitching, so there's no one-size-fits-all pitch template. Instead, be sure to read any published rules on pitching provided by the website. If there aren't any publicly listed rules, don't guess and hope for the best, as pitches submitted like that are almost never accepted. Instead, check the publication masthead and find an editor who might reasonably be responsible for fielding pitches – the community editor or managing editor are typically good bets – and ask them what the pitching process is, and pitch accordingly.

Once the pitching process has been verified, it's on to the pitch itself. Perhaps the most important factor in whether or not a pitch is accepted is whether or not it fits well with the publication or outlet. This goes beyond simply sharing common subject matter. Pitched content should match the style and tone of the publication or outlet as much as possible, and should ideally tie in directly with existing content. This requirement is somewhat relaxed when pitching opinion pieces, but even then the pitched content needs to add something to the publication. The value proposition needs to be two-way, always.

Inviting Media to UNext Events

When inviting media to events, it's best practice to send an invite to journalists with an already established relationship with UNext. If the journalist in question is an editor, no further action is required. If the journalist in question is a reporter, sending a copy of the invitation to their editor as well will significantly increase the chance of securing event coverage, as reporters often have little control over the editorial schedule. If it's unclear who the reporter's editor is, the managing editor or events editor are usually viable alternatives, depending on the outlet.

Timeliness is also key, as editorial schedules are often set weeks or even months in advance. On the other hand, sending an invitation too soon may result in the event getting lost in the shuffle. For most events, notifying a newsroom 1-3 months in advance is ideal. Particularly large or logistically challenging events might warrant up to six months of lead time.

Maintaining Relationships with Journalists

This tactic should only be used with existing media contacts. Reaching out to outlets or individual journalists with no previous relationship with UNext should be limited to once a month in most circumstances. The purpose of this tactic is to stay in the orbit of a journalist or outlet without becoming a nuisance. All general purpose ongoing outreach should maintain the collaborative tone used in the initial outreach (see the sample e-mail in Tactic 1 Example, above).

Publication List & Media Contacts

The following publications were selected based on a number of criteria, target audience, mission, type of coverage provided, and circulation numbers (when available). Because of the diversity of stakeholders being targeted by UNext, these publications serve different roles with different audiences. For example, while a trade publication may only have a circulation of 10,000, its readers will be predominantly made up of experts versus the readership of a general interest publication with a circulation of 600,000.

As such, rather than focus on a few specific publication categories, this list aims for a wide spread of publication types and functions. Additionally, this list is not comprehensive. Instead, it should be considered a starting point, as the types of media coverage needed by UNext will evolve over time. In the future, this may also include other media types, such as radio or television.

However, those media types are primarily useful for connecting with the general public, and accordingly will not be covered in this plan.

Primary points of contact are included in this listing as well. These media contacts have been selected based on a composite of their position within their newsrooms and the content that they typically cover, and represent good candidates for initial contact with their publications. In cases where staffing details are not public, general contact methods are listed instead of a specific individual. After initial contact, it will be up to UNext to identify journalists within the publication to develop ongoing relationships with as influencers.

This is best done through tracking bylines through the stories most closely related to UNext, as well as through an analysis of a journalist's social media presence. Note that in modern newsrooms, traditional beats are atypical. Influencers will change somewhat frequently, so staying current with a publication is necessary in order to continue to identify and engage with newsroom influencers.

Order does not indicate ranking. Media contacts have e-mails listed when available. When not available, an alternative form of contact, such as Twitter, is listed instead.

National Publications (Tech Publication Or Tech Coverage)

Wired

- Alex Davies, Senior Associate Editor
- E-mail: alexander_davies@condenast.com

Fast Company

- Adele Peters, Staff Writer (Solutions/Sustainability)
- Twitter: @adele_peters

New York Times / New York Times Magazine

- Pui-Wing Tam, Technology Editor
- E-mail: pui-wing.tam@nytimes.com

Gizmodo

- Adam Clark Estes, Senior Editor
- E-mail: adam@gizmodo.com

Scientific American

- Jen Schwartz, Senior Editor (Technology)
- Twitter: @JenLSchwartz

TechCrunch

- Matt Burns, Managing Editor
- Twitter: @mjburnsy

Regional Publications (Pacific Northwestern U.S. & Canada)

Note: Initial publications in this category are intentionally Portland-centric. Non-local regional publications will become more viable as local coverage increases the media profile of UNext.

Oregonian

- Mike Rogoway, Business Reporter (Technology)
- E-mail: mrogoway@oregonian.com

Gresham Outlook (Portland Tribune)

- Shannon O. Wells, Associate Editor/Business Reporter
- E-mail: swells@theoutlookonline.com

Willamette Week

- Aaron Mesh, News Editor
- E-mail: amesh@wweek.com

Portland Monthly

- Kelly Clarke, Executive Senior Editor
- E-mail: kclarke@sagacitymedia.com

Seattle Times

- Suzanne LaViolette, Business News Editor (Business & Tech)
- E-mail: slaviolette@seattletimes.com

Vancouver Sun

- Cassidy Olivier, City Desk Editor
- E-mail: colivier@postmedia.com

Architecture

Metropolis

- Editorial
- E-mail: edit@metropolismag.com

Architect (American Institute of Architects)

- Sara Johnson, Associate Editor (Design)
- E-mail: sajohnson@hanleywood.com

Architectural Record

- Beth Broome, Managing Editor
- E-mail: broomeb@bnpmedia.com

Urban Planning

Urban Land Magazine (Urban Land Institute)

- Editorial
- E-mail: urbanland@uli.org

Planning Magazine (American Planning Association)

- Meghan Stromberg, Editor-in-Chief
- E-mail: mstromberg@planning.org

eVolo

- Editorial
- E-mail: magazine@evolo.us

Azure

- General Inquiries
- E-mail: azure@azureonline.com

Dwell

- Editorial
- E-mail: edit@dwell.com

Next City

- Janine White, Executive Editor
- E-mail: janine@nextcity.org

Planetizen

- Editorial
- E-mail: editor@planetizen.com

City Journal

- Steven Malanga, Senior Editor
- E-mail: communications@manhattan-institute.org

Real Estate

Inman

- Caroline Feeney, Managing Editor
- E-mail: caroline@inman.com

RealtorMag (National Association of Realtors)

- Meg White, Managing Editor
- E-mail: mwhite@realtors.org

Realty Times

- Editorial
- E-mail: support@realtytimes.com

American City & County

- Derek Prall, Editor
- E-mail: derek.prall@penton.com

Real Estate

- Maria Patterson, Executive Editor
- E-mail: maria@rismedia.com

National Real Estate Investor

- Elaine Misonzhnik, Executive Editor
- E-mail: elaine.misonzhnik@penton.com

Mortgage Professional America

- Ryan Smith, Staff Writer
- E-mail: ryan.smith@keymedia.com

APPENDIX 5: TIMELINES

Social Timeline



Conferences



Urbanism Next Platform

Dec	2018	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	2019	Feb
UNEXT PLATFORM															
	● Q1 Research Paper Published January 2018				● Q2 Research Paper Published April 2018			● UrbanismNext.com Goes Live June 28 2018			● Q4 Research Paper Published October 2018				
								● Q3 Research Paper Published July 2018							

Proactive Media Pitching

Dec	2018	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	2019	Feb
Events															
	● Proactive Story: New Year, Q1 Research, Conference Promo January 2018						● Proactive Story: Q2 Research June 2018			● Proactive Story September 2018		● Proactive Story November 2018			
		● Proactive Story: Q1 Research, Conference Promo, OMSI Wrap Up February 2018							● Proactive Story: Q3 Research August 2018				● Proactive Story December 2018		
			● Proactive Story: UNext Conference March 2018					● Proactive Story: Q3 Research, Mid-survey Findings July 2018							
				● Proactive Story: Post-Conference, Q2 Research April 2018							● Proactive Story October 2018				
					● Proactive Story: Q2 Research May 2018										

MEET THE TEAM

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<http://www.linkedin.com/in/laura-haney-jackson/>

SKYE WEADICK



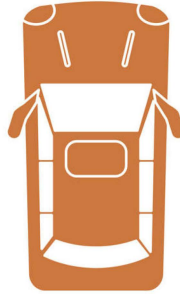
Email: weadick@gmail.com

LinkedIn: <http://www.linkedin.com/in/skyeweadic>

The secret of getting ahead is getting started.

-Agatha Christie





**CITIES THAT
THINK AHEAD,
STAY AHEAD.**