

Considered at January 12, 2021 Council Meeting

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City of Port Moody Report/Recommendation to Council

Date: December 14, 2020
Submitted by: Community Development Department – Policy Planning Division
Subject: Costs Related to Property Tax Mail Out Survey for the Official Community Plan Update

Purpose

To present costs associated with including a paper survey for the Official Community Plan Update with the 2021 property tax mail out.

Recommended Resolution(s)

THAT a budget of up to \$15,000 be approved to cover the costs of including a paper survey for the Official Community Plan Update with the 2021 property tax mail out as recommended in the report dated December 14, 2020 from the Community Development Department – Policy Planning Division regarding Costs Related to Property Tax Mail Out Survey for the Official Community Plan Update;

AND THAT the budget of up to \$15,000 be referred to the Finance Committee for identification of a funding source.

Background

The OCP Update Community Engagement Strategy was brought to Council on October 20, 2020 and the following resolutions were passed:

CW20/099

THAT the Official Community Plan Update – Communications and Engagement Strategy be endorsed as recommended in the report dated September 17, 2020 from the Community Development Department – Policy Planning Division regarding Official Community Plan Update – Communications and Engagement Strategy;

AND THAT verified and statistically projectable surveys be conducted, and physical survey cards be distributed with tax notices as part of the Official Community Plan Update – Communications and Engagement Strategy.

This report addresses the direction related to including a survey with the tax notices and the associated costs.

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Discussion

Format

Staff discussed the potential for using a card format for the survey. It was determined that a card does not provide sufficient space for the number of anticipated survey questions, nor enough space for open-ended responses. Furthermore, there is no cost savings with a card format when compared to one letter-sized sheet of paper as the weight is comparable and a postage paid envelope is still required. Given that the timing of the property tax mail out coincides with the discussion of potential land use scenarios, the OCP survey insert will likely require two to three pages.

Timing and Costs

Property tax notices are delivered between May 17 and 21 to approximately 12,000 owner households. A breakdown of the required components and related costs is outlined below:

Costs are related to the following components:

- Paper for survey insert;
- Return envelope;
- Printing, folding, stuffing costs;
- Additional postage costs related to extra weight added to the property tax mailing;
- Cost of postage for return postage paid envelopes used; and
- Staff time to input returned paper surveys.

As the paper survey will include multiple pages, there will be additional paper, printing, folding, and stuffing costs. The weight associated with the additional pages will also increase the initial mailing costs by \$0.38 per envelope (or \$4,560). There is also an increased likelihood of the postage paid envelopes being used for the return of the Home Owner Grant and property tax payments. On a typical year, the City receives 5,000 property tax related mailings – this amounts to \$4,600 in potential postage costs from the use of the postage paid envelope. Property taxes cannot be paid on-line and are subject to additional charges if paid by credit card which encourages the payment by mail.

Once received, staff must enter all returned surveys manually through the on-line engagement platform which involves additional staffing costs. This will vary depending on the number of paper surveys received. The estimate below is based on receiving 500 completed paper surveys.

Summary of Costs:

Cost components	Cost Estimate
Paper, envelope, printing, folding, stuffing (\$2,115.44 is based on a one page survey insert)	\$2,115.44 (plus additional paper, printing, folding costs for multiple pages)
Additional postage costs for extra weight added to property tax mailing (\$0.38 X 12,000)	\$4,560
Use of postage paid envelopes according to typical returns	\$4,600
Staff time to input surveys (based on 500 surveys)	\$3,000
TOTAL	\$14,275.44 (plus additional paper, printing, folding costs for multiple pages)

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Other Option(s)

No other options are being presented. If the budget is not approved, no funds will be available for distributing physical survey cards with tax notices per Council direction.

Financial Implications

The costs associated with including a paper survey with the property tax mail out are estimated to be in the range of \$15,000. These costs were not anticipated as part of the original budget scope for the OCP update project, which is now fully allocated. As such, a new funding source is required to cover the costs associated with this additional survey.

Communications and Civic Engagement Initiatives

The survey to be included with the tax mail out is in addition to the engagement components outlined in the Community Engagement Strategy for the OCP Update endorsed by Council on October 20, 2020 (**Attachment 1**).

Council Strategic Plan Objectives

The OCP Update is consistent with the following components of the 2019-2022 Council Strategic Plan:

- Strategic Priority: Community Evolution;
- Objective: Ensure future community growth is carefully considered and strategically managed; and
- Action: Review the Official Community Plan regularly to ensure it aligns with the community vision.

Attachment(s)

1. Community Engagement Strategy for the OCP Update, presented at the October 20, 2020 Regular Council Meeting.

Report Author

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Report Approval Details

Document Title:	Costs Related to Tax Mail Out Survey for Official Community Plan Update.docx
Attachments:	- Attachment 1 - OCP Communications and Engagement Strategy.pdf
Final Approval Date:	Dec 21, 2020

This report and all of its attachments were approved and signed as outlined below:

Dorothy Shermer, Corporate Officer - Dec 16, 2020 - 12:39 PM

André Boel for Kate Zanon, General Manager of Community Development - Dec 16, 2020 - 12:52 PM

Rosemary Lodge, Manager of Communications and Engagement - Dec 16, 2020 - 7:29 PM

Jennifer Velthuiszen for Paul Rockwood, General Manager of Finance and Technology - Dec 17, 2020 - 4:57 PM

Tim Savoie, City Manager - Dec 21, 2020 - 8:53 AM

Communications and Engagement Strategy

City of Port Moody | Official Community Plan

1.0 Context

The City of Port Moody is undertaking a focused review and update of its Official Community Plan. Port Moody 2050 is a one-to-two-year process that will result in a new community vision, goals, and policies that will guide the future of Port Moody over the next 30 years.

The process will focus on several key areas:

- affordable housing policy initiatives
- areas experiencing redevelopment pressures
- climate change mitigation and adaptation
- environmental protection and environmentally sensitive areas management
- economic development
- incorporation of studies and housekeeping updates

The purpose of this Communications and Engagement Strategy (CES) is to set the stage for meaningful engagement on Port Moody 2050. This CES is intended to be a point of reference on engagement opportunities for the OCP project team, other City staff, and Council. It outlines engagement objectives, important messages, key audiences, outreach strategies, and the overall approach to engagement.

The CES respects the current need for physical distancing in response to the ongoing COVID-19 pandemic. Engagement in early phases will primarily be delivered through online methods. With the unprecedented situation evolving daily, the OCP team will be flexible and adjust the approach as needed.

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2.0 Objectives

Engagement for Port Moody 2050 will focus on obtaining input on how Port Moody will evolve over the next 30 years. The primary engagement objectives are as follows:

1. Encourage meaningful dialogue related to the future of Port Moody by:
 - a. planning for balanced participation with broad stakeholder representation, both geographically and demographically
 - b. sharing relevant information among participants to allow for informed input
 - c. providing opportunities for input that leave participants feeling like they have been heard
 - d. reducing barriers to participation by engaging people where they are, using tools that are familiar or easy
2. Establish the context of the engagement and manage expectations by:
 - a. clarifying the scope of the initiative
 - b. outlining a timeline for the OCP update
 - c. informing stakeholders how their input will be used to inform decisions
3. Generate excitement for the planning process and foster ownership of the updated OCP by:
 - a. branding the project with a dynamic design
 - b. designing activities that are fun for participants
 - c. regular reporting back on input received
4. Deepen community engagement and improve the relevance, depth, and representativeness of public feedback by:
 - a. using a new online public engagement platform, called Engage Port Moody, with a variety of tools that make it easy for people to get involved
 - b. reaching out to stakeholders who have not necessarily participated previously

3.0 Audiences

Stakeholders are individuals and groups with an interest or stake in the future of Port Moody. As the OCP update will affect all community members in some way, every resident, property owner, and business owner is considered a stakeholder and will be encouraged to participate in the process.

One of the key project objectives is to engage underrepresented community members including minorities, youth, and seniors. This CES includes tools and tactics to reach these segments of the

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population that are typically harder to reach through engagement processes such as this. Throughout the process, the project team will evaluate who is providing input and adjust the approach to encourage input from the underrepresented.

The following stakeholder list identifies various sectors, populations, and groups to involve during the project lifecycle. A detailed stakeholder list is in Appendix A and outlines how each organization is to be contacted. The methods, level of engagement, and tools used will vary among these groups. For example, accessibility, seniors, and youth groups will be invited to attend focus group workshops, whereas faith-based institutions will be engaged to explore how these institutions can help to raise awareness and act as project champions for the OCP update (See Section 7 – Partnerships). The types of stakeholders are as follows:

- Civic committees and boards, including Port Moody Police Board and Port Moody Public Library Board
- Citizen Advisory Group
- Community associations and clubs
- Accessibility groups
- Seniors groups
- Youth and child development groups
- Parent groups
- Business and tourism groups/associations
- Transit riders and cyclists
- Parks and recreation groups/users
- Environmental and naturalist groups
- Development-focused groups
- Education institutions
- Service providers
- New immigrant groups
- Faith-based institutions
- Arts and culture institutions
- Adult development
- Indigenous communities
- Homelessness and housing focused groups
- LGBTQ+ organizations
- Health-focused groups
- Neighbouring municipalities

4.0 Port Moody 2050 Branding

Brand Approach

PORT MOODY 2050

How will our community evolve over the next 30 years?

The name and tag line is:

- simple and easy to understand
- future looking and visionary
- makes it clear we want people to share their thoughts with us

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- reinforces the message that Port Moody is our shared community, and everyone can participate
- speaks to the purpose of the OCP, which provides direction on how Port Moody should grow in the coming years and communicates the City's values and long-term vision
- aligns with the [Council Strategic Plan](#) (which includes a section on Community Evolution)

A core visual style and suite of complementary graphics will be used for all initiatives and communication tactics throughout the engagement process. The visual style builds on ideas of active participation, inclusive and diverse representation, community evolution, future visioning, green space, built environment, and transportation. Graphic elements are based on Port Moody house fonts and colour palette and use a paper cut-out style of illustration that references the built environment, green space, people, and transportation.

5.0 Public Engagement Platform

The City will launch a new online public engagement platform, called Engage Port Moody, and use Port Moody 2050 as a pilot project for the site. This will allow the City to deepen community engagement and improve the relevance, depth, and representativeness of public feedback. Council views this as vital to the local democratic process, which has become more challenging during the COVID-19 pandemic when face-to-face community gatherings must be limited.

Engage Port Moody will include a dedicated Port Moody 2050 project page, which will serve as the main source of information about the project. There the City will promote and describe the project, including engagement opportunities. The engagement activities in Section 8 incorporate tools within the online platform.

Brand Approach

ENGAGE PORT MOODY

Learn. Share. Shape your city.

Engage Port Moody is a new online space where members of the community will be able to learn more about current City projects, share their perspectives, and help shape our city. The name and tag line for the new online engagement platform is a call to action for participants, and the vibrant visual design suggests energy, diversity, coming together for meaningful dialogue, and forward motion. Graphic elements are based on Port Moody house fonts and colour palette.

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6.0 Key Messages

Key messages are high-level communication points that form the basis for communication materials, e.g., media releases, invitations, newsletters, posters. They enable the project team to speak with “one voice”, ensuring those engaged receive the same messaging. They tell the story of Port Moody 2050, presenting an overview of the process. While they do not include all messages that will be communicated, they are the most important.

Key messages are clear, concise, and consistent across all communication. They provide context, manage expectations around process and outcomes, and encourage people to become involved in the process.

For a successful engagement process, it is important to communicate how participants’ input will be used. Engagement best practices suggest that participants will expect to know:

- the boundaries or scope of the OCP update and the engagement process, i.e., what parts of the OCP are on the table vs. off the table at this time
- how their input will be used to inform Port Moody 2050
- who will make the final decision, informed by community feedback, on the vision, goals, and land use concepts identified in Port Moody 2050
- when and how the OCP update will be adopted and implemented

Overarching Key Messages

- We’re updating Port Moody’s Official Community Plan, our long-term vision for the future.
- Port Moody 2050 will be a one-to-two-year process to gather public input and draft focused updates to the Official Community Plan for Council’s consideration.
- It’s your plan for your city, so we want to hear your voice!
- Together, we’ll explore how we want Port Moody to evolve over the next 30 years, focusing on our overall vision as well as specific areas of the city: the Moody Centre Transit-Oriented Development Area, the Oceanfront District, the Seaview neighbourhood, and Murray Street.
- Our Official Community Plan is important because it communicates our values and guides us as we make decisions about how we use land for housing, transportation, parks, environmental protection, economic development, and more.
- Port Moody 2050 will include several opportunities for you to get involved in a meaningful way.
- Throughout the process, we want you to share your thoughts and ideas with us and with others in the community. You’ll also have the chance to start or join conversations with your neighbours and networks about things that are important to you.

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- Your input will inform Council's decision-making as they consider proposed updates to the community plan.
- We're all a part of what makes Port Moody such a great place. And we can all play a role and work together to shape our city's future.
- Visit engage.portmoody.ca to learn more. Use your voice to help us create a plan for the next 30 years that reflects the shared values and goals of our diverse community.

7.0 Outreach Strategies

Broad and balanced participation during Port Moody 2050 is a key goal of the engagement process. The following are proposed outreach strategies to reach a broad cross-section of Port Moody residents, including underrepresented populations.

Social Media

The City's Facebook, Twitter, and Instagram accounts will be used throughout the project as follows:

- To share project updates at key milestones
- To raise awareness for engagement opportunities
- As an educational tool, providing factual and timely information
- To direct followers to our online public engagement platform
- To engage residents in meaningful dialogue

Paid ads and boosting posts will be used to increase the reach on social media and target a broader audience that may not follow the City's social media channels.

Local Print Media

The Tri-City News will play an important role in communicating information about the OCP update. Opportunities include:

- Media releases/advisories distributed during key project milestones and engagement periods
- Advertising engagement opportunities in the online community events calendar

Print/Digital Media Promotion

Other options to promote Port Moody 2050 include the following:

- Posters/flyers
- Pocket-sized info cards
- Decals/stickers
- Bus shelter ads
- Overpass banner
- The Focus newsletter

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- Dog licence renewal email
- Business licence renewal email
- Utility/tax notices
- 2021 City calendar (could include insert with mailing)
- Decals/panels on solid waste trucks
- Triptych at corner of Newport/Loco

Quick response codes (QR codes) will be incorporated into print media for linking to the Port Moody 2050 engagement site.

Port Moody's quarterly newsletter, the Focus, will be distributed two to three times during the project lifecycle, reaching all households and businesses in Port Moody. The October 2020 edition will be used to introduce the City's new public engagement platform and to promote the Port Moody 2050 project page. The next edition will be released in March 2021 and will be used to raise awareness for the OCP update and announce engagement opportunities happening in April.

Partnerships

The City will explore how local stakeholders and organizations can help to raise awareness and act as project champions for the OCP update. Examples of this tactic include the following:

- Asking the school district and local parent advisory committees, as well as faith-based groups, to distribute information about the OCP update and opportunities to get involved
- Working with the local health authority's Healthy Built Environment Team to provide a Healthy Community lens
- Collaborating with service providers and holding community focus groups to discuss strategies for reaching underrepresented populations and exploring opportunities for these groups to promote the OCP update and distribute information to those within their circles of influence
- Activating the Port Moody Citizen Advisory Group to provide input and act as project champions within their circles of influence
- Working with local businesses to post an info card or decal on the clear plexiglass/plastic dividers between the cashiers and customers
- Working with seniors' organizations to determine how to facilitate participation in the online survey among those who are not tech savvy

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8.0 Engagement Activities

The following table is organized by phases in the work plan schedule, starting with Phase 3 – Public Engagement Round 1. Phases 1 and 2 are currently underway and include pre-engagement activities such as the preparation of this CES.

Activity	Purpose	Action Items	Planned Timing
Phase 3: Public Engagement (Round 1)			
Engagement Launch (Initial Outreach) Level of Engagement: Inform	<ul style="list-style-type: none"> Notify community members of the initiative (scope and timeline) Provide information on the purpose, process, and future engagement opportunities Build stakeholder relationships to be leveraged throughout the project lifecycle 	Prepare and finalize website copy for Engage Port Moody	In development
		Publish website content to Engage Port Moody	October 21
		Prepare media release and stakeholder e-blast	October
		Post media release on website, send to Tri-City News and broader media	Early November
		Explore and execute partnerships (as described in section 7)	Early November (and ongoing)
		Prepare content for social media and print media advertising campaign	October/ November
		Post social media and implement print media advertising campaign	Mid-late November
Online Q&A Level of Engagement: Inform	<ul style="list-style-type: none"> Provide community members a platform to ask OCP related questions at any time Create a living FAQ that is continuously updated 	Pre-populate the online Q&A with answers to questions anticipated from the community	October
		Publish online Q&A content to Engage Port Moody	October 21
		Continuously monitor new questions and publish a response within 24 hours	Ongoing
		Promote engagement opportunity through social media channels	Ongoing

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Activity	Purpose	Action Items	Planned Timing
Virtual Visioning Workshops Level of Engagement: Consult and Involve	<ul style="list-style-type: none"> • Provide information on the purpose, process, and timeline • Engage with stakeholders representing a variety of interests and populations, including underrepresented groups • Collect qualitative information from stakeholders • Provide an opportunity for stakeholders to share their views and aspirations • Workshop materials will be provided to the City following the workshops should the City team wish to host additional workshops 	Determine how workshops will be organized (e.g., theme vs. stakeholder type) and design workshop agenda	Late October/early November
		Prepare tactical plan for workshops, identifying activities (e.g., cardstorming, dotmocracy)	Early November
		Prepare PowerPoint and virtual activities for workshop	Early November
		Draft and distribute invitations to stakeholders	Early November (3 weeks prior to workshops)
		Manage RSVP list and inquiries	November
		Send reminder email to stakeholders who have not RSVP'd	1 week prior to workshops
		Facilitate two workshops	Late November
Online Discussion Forum Level of Engagement: Consult and Involve	<ul style="list-style-type: none"> • Engage with community members representing a variety of interests and populations, including underrepresented groups • Collect qualitative information from community members • Provide an opportunity for community members to share their views and aspirations 	Determine what questions and themes will be part of the discussion forum such as: <ul style="list-style-type: none"> – bold ideas for the evolution of Port Moody – creative ideas for affordable housing – managing redevelopment pressures – encouraging economic development during and after COVID-19 	Early November
		Publish questions to the Engage Port Moody discussion forum	Late November

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Activity	Purpose	Action Items	Planned Timing
		Monitor submissions	Ongoing - late November to late January
		Promote engagement opportunity through social media channels	Ongoing - late November to late January
My Port Moody Story Level of Engagement: Consult	<ul style="list-style-type: none"> Provide an opportunity for community members to share their Port Moody story such as: <ul style="list-style-type: none"> Those who have moved to Port Moody in the last 10 years to share why they chose to live here Those who grew up in Port Moody to share their favorite childhood memory in the City Children and youth to share their favorite place to “just be a kid” 	Prepare content to prompt participants through the online activity	Early November
		Program content and activate tool on the Engage Port Moody platform	Early November
		Allow and monitor submissions	Ongoing - mid November to late January
		Promote engagement opportunity through social media channels	Ongoing - mid November to late January
Community Survey #1 Level of Engagement: Consult	<ul style="list-style-type: none"> Provide an opportunity for all community members to share their vision and priorities for the future of the City, identify current challenges and answer neighbourhood-specific questions Collect location-based input to better understand views 	Draft survey content for the Engage Port Moody survey tool and places tool	Early December
		Review and edit draft survey	Early December
		Finalize edits to survey	Mid December
		Upload final survey content to Bang the Table and test among City staff	Mid December
		Launch and promote survey using tools in “engagement launch” above	Early January
		Issue reminder ahead of survey close date	As needed

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Activity	Purpose	Action Items	Planned Timing
	related to development and density	Survey closes and data downloaded	Late January
Interim What We Heard Summary (WWH) Level of Engagement: Inform	<ul style="list-style-type: none">Document and summarize the results of each engagement activityReport back to participants and the community	Prepare draft WWH summary	Early February
		Review and provide feedback on the draft summary	Mid February
		Revise and finalize WWH summary	Mid February
		Publish summary to project website	Late February
		Promote summary on social channels and to the media	Late February
Phase 5: Land Use Concept Options			
Question of the week Level of Engagement: Consult	<ul style="list-style-type: none">Informal tool to keep community members engaged while technical work is being completedEducate community members on different aspects of community and land use planning	Prepare up to eight multiple choice questions	Mid February
		Publish one question per week to the Engage Port Moody platform quick poll tool	Ongoing - late February to late April
		Promote on social media	Ongoing - late February to late April
Places – mapping tool Level of Engagement: Consult	<ul style="list-style-type: none">Collect input from community members on the characteristics they like and dislike about the Seaview, Oceanfront, Moody Centre TOD Area, and Murray Street neighbourhoods	Prepare mapping tool and questions	Mid February
		Publish mapping tool	Ongoing - late February to mid April
		Promote on social media	Ongoing - late February to mid April
Phase 6: Public Engagement (Round 2)			
Partnerships Level of Engagement: Involve	<ul style="list-style-type: none">Provide partners with an update on the process	Reconnect with partners to explore and execute opportunities (as described in the Section 7)	Mid April

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Activity	Purpose	Action Items	Planned Timing
	<ul style="list-style-type: none"> Explore opportunities to leverage partners as project champions 		
Stakeholder Check-in E-mail Level of Engagement: Inform	<ul style="list-style-type: none"> Provide stakeholders with an update on the process Promote upcoming opportunities to provide input Direct Stakeholders to the Engage Port Moody platform 	Prepare draft email to stakeholders	Mid April
		Review and finalize email to stakeholders	Mid April
		Distribute stakeholder e-mail and manage any responses	Late April/early May
Update Web Content Level of Engagement: Inform	<ul style="list-style-type: none"> Provide an update on the Port Moody 2050 process Promote upcoming opportunities to provide input Share preliminary reports/summaries 	Prepare content for web update	Mid April
		Review and finalize content for web update	Mid April
		Upload web content and any preliminary reports/summaries	Late April/early May
		Promote updated content on social channels and to local media	Late April/early May
Pop-up Community Events (x4) Level of Engagement: Inform and Consult	<ul style="list-style-type: none"> Provide an update on the Port Moody 2050 process Provide an opportunity for in-person engagement Report back on input from previous engagement and highlight how input informed the draft material being presented for further input Present the draft vision, goals, and land use concepts 	Select locations and venues for pop-ups	Mid April
		Prepare COVID-19 event safety plan	Mid April
		Prepare engagement materials (e.g., display boards)	Late April/early May
		Promote pop-ups through social media and other outreach strategies (see Section 7)	May
		Obtain masks, sanitization stations and materials needed to facilitate social distancing	May
		Host pop-ups	May

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Activity	Purpose	Action Items	Planned Timing
	<ul style="list-style-type: none">Obtain feedback on the draft vision, goals, and land use conceptsPromote the community survey and other opportunities to provide input through the Engage Port Moody platform <p>Notes:</p> <ul style="list-style-type: none">Whether the pop-ups are held in-person will be confirmed in 2021. If in-person pop-ups are not possible, an alternative approach will be discussed.Should the City wish to host additional pop-ups in other areas of the City, USL will provide the material required to do so.		

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Activity	Purpose	Action Items	Planned Timing
Community Survey #2 Level of Engagement: Consult	<ul style="list-style-type: none"> • Present the draft vision, goals, and land use concepts • Obtain feedback on the draft vision, goals, and land use concepts 	Draft survey content and questions	Late April
		Review and edit draft survey	Late April
		Finalize edits to survey	Late April
		Program survey into Engage Port Moody and test among City staff	Early May
		Promote survey through website, media, social channels, and other outreach strategies (see Section 5)	May/June
Final Engagement Summary Level of Engagement: Inform	<ul style="list-style-type: none"> • Document and summarize the process and results of the input received • Report back to participants and the community 	Prepare draft WWH summary building on the summary in Phase 3	Mid June
		Review and provide feedback on the draft summary	Mid June
		Revise and finalize WWH summary	Late June
		Publish summary to project website	Late June
		Promote summary on social channels and to the media	Late June